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OFFICE OF CITY MANAGER
201 WESTWARD DRIVE
MIAMI SPRINGS, FL 33166



City of
MIAMI SPRINGS
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November 25, 2002

Mayor Richard L. Wheeler and
Members of the City Council
City of Miami Springs
201 Westward Drive
Miami Springs, Florida 33166

**RE: APPROVED FY 2002-2003
OPERATING BUDGETS**

Dear Mayor Wheeler and City Council Members:

Under the provisions of Chapter 200.165 Florida Statutes and Article IX, Section 9.01(2) (a)-(e) of the City Charter, I am pleased to submit the Final Approved Operating Budgets for the General Fund, Debt Service, Special Revenue, Enterprise and Internal Service Funds for the Fiscal Year beginning October 1, 2002 and ending September 30, 2003, which Council approved on September 23, 2002

MILLAGE RATE AND FUNDING

The Miami-Dade County Property Appraiser has certified to the City that the Current Year Adjusted Taxable Value of all Real and Personal Property in the City is \$670,674,067 (subject to appeals), up 4.1% over last year's Final Gross Taxable Value of \$644,324,403. It is against this figure that all various and sundry taxing authorities levy their millage, which results in the total tax bill for each property owner. In the past, the City's levy has accounted for only 20% of that tax bill. Also, please note that the Ad Valorem Tax is used only to fund a part of the General Fund, which this year will approximate 54% of the total.

The Fiscal Year 2001-2002 Millage Rate was 7.750 mils. Council approved a millage rate of 8.150 mils to fund the Fiscal Year 2002-2003 Budget, an increase of .4 mils or \$254,856. This rate will generate approximately \$5,192,695 for the General Fund, which basically covers only the Police Department Budget, with a little left over.

The following example illustrates the changes in the Ad Valorem Tax paid by a property owner under the adopted rate.

Assessed Property Values		\$100,000	\$125,000	\$150,000	\$200,000
LESS: Homestead Exemption		<u>-25,000</u>	<u>-25,000</u>	<u>-25,000</u>	<u>-25,000</u>
Taxable Value		\$ 75,000	\$100,000	\$125,000	175,000
	<u>Millage Rate</u>				
Adopted	8.150	\$ 611.25	\$ 815.00	\$1,018.75	\$1,222.50
2001-2002	7.750	\$ 581.25	\$ 775.00	\$ 968.25	\$1162.50
<u>Difference</u>	0.400	\$ 30.00	\$ 40.00	\$ 50.50	\$ 60.00

GENERAL OBLIGATION (G.O.) BOND ISSUE DEBT SERVICE LEVY

Additionally, the City is also required to adopt a mandatory debt service millage levy of 0.5940 to meet the City's financial obligation on the General Obligation Bonds, authorized by the electorate, of which \$398,380 represents the City's FY 2002-2003 principal and interest payment on these bonds. Other expenses include paying agent fees and regulatory agency fees. This millage is a mandatory millage levy and cannot be lowered due to the regulations and covenants associated with GO Bonds.

ADOPTED BUDGETS FOR VARIOUS FUNDS

Below are the various funds comprising the City's multi-faceted budget, showing what the anticipated revenue and expenditure levels will be.

<u>Funds</u>	<u>Revenues & Reserves</u>	<u>Expense Appropriations and Reserves</u>
General Fund	\$9,556,278	\$9,556,278
Special Revenue Funds	\$2,583,851	\$2,583,851
Enterprise Funds	\$9,712,646	\$9,712,646
Internal Service Funds	\$1,460,007	\$1,460,007
Expendable Trust Funds	\$ 998,309	\$ 998,309
Debt Service Fund	\$ 398,380	\$ 398,380
Total	\$24,699,471	\$24,699,471

Under the provisions of Chapter 200.165 Florida Statutes and Article IX, Section 9.01(2) (a)-(e) of the City Charter, I herein submit the organizational goals and Adopted Operating Budgets for the General Fund, Debt Service, Special Revenue, Enterprise and Internal Service Funds for the Fiscal Year beginning October 1, 2002 and ending September 30, 2003.

GOALS FOR FY 2002-2003

The adopted budget reflects the efforts of the Administration to manage the City in the most cost effective and efficient manner possible. Toward that end, the following three goals are submitted:

Continue to analyze, enhance and streamline operations to improve efficiency, quality and quantity of services to the residents of Miami Springs.

Consistently and aggressively pursue the revitalization of the business districts and assist the Downtown Administrator to facilitate the securing of grants and the promotion of economic development.

Modify the management model of the Miami Springs Golf and Country Club to reduce and eventually eliminate the financial losses incurred in prior years.

BUDGETARY COMMENTS

OVERVIEW OF HIGHLIGHTS

The following overview represents the changes over the next fiscal year that have a major financial impact on the City and budget:

As of June 30, 2002 a total of \$936,188 in cash has been borrowed from the General Fund to cover losses generated at the Golf Course over the previous four years. Per projections from the losses as of August 2002, that figure reached \$1,366,000 or more as of September 30, 2002. It is estimated that the golf course losses for FY 2001-02 were \$330,000. The actual losses will be reported in the Year End Audit Report.

Due to our cash fund balance being depleted over the years to subsidize the losses of the golf course, it was necessary to budget a \$200,000 cushion as contingency to cover potential golf course losses in FY 2002-03.

There is an unfunded mandate for the City to pay approximately \$1.2 million to relocate its utility lines on South Royal Poinciana Blvd. as a result of the State constructing a flyover from LeJeune Road onto N.W. Okeechobee Road. The City's liability is to be paid over a 15-year period at approximately \$75,000 per year from the Sewer Fund.

The Federal Emergency Management Agency (FEMA) allocated funding to dredge our canal system, as well as to stabilize embankments and replace culverts. The estimated cost of the project is \$1,890,395. The City's cost sharing requirement is 12.5% or \$236,299. We will incur this liability in FY 2002-2003. Staff is currently negotiating a low interest payment plan so as to not deplete the Stormwater fund balance.

After a thorough review and analysis of the City's operations, in certain instances, duties of some specific positions were consolidated. In certain other instances, positions were eliminated by restructuring certain departmental duties. As a result, three (3) full time positions and three (3) part-time positions were abolished. The reductions in staffing are as follows:

RECREATION DEPARTMENT:

The abolishment of one Maintenance Worker position: In lieu of abolishing the Athletics Coordinator Position and the Tennis Pro Position, the duties of one Maintenance Worker position were assigned to both positions.

FINANCE DEPARTMENT

The abolishment of one Administrative Assistant position: The duties of this position have been absorbed by existing staff.

POLICE DEPARTMENT

The abolishment of one Parking Enforcement Officer (civilian) position: The duties of this position have been absorbed by Public Safety Aides.

The abolishment of one Police Officer position: The Police Department consistently demonstrated the ability to manage the workload with three vacant sworn Police Officer positions throughout the 2001-2002 fiscal year. Therefore, one Police Officer position was abolished.

PLANNING DEPARTMENT

The abolishment of one part-time Zoning Technician position: The opinion of the current Administration is that this vacant position is unnecessary.

PUBLIC WORKS DEPARTMENT

The abolishment of two part-time Maintenance Worker positions: The recent restructuring of the Sanitation Department has been so successful that the requirement of temporary assistance is no longer necessary.

HUMAN RESOURCES

The following items are being proposed that will affect the City's General Employees across the board:

There were 148 full-time employee positions budgeted in 2001-2002. Due to the restructuring of the Sanitation Department, which allowed for 5 positions to be

abolished throughout the year, the current full-time allocation of permanent positions is 143. Therefore, a reduction in force for the 2002-2003 budget reduces the number of full-time employee positions by 4 for a net number of 139 positions.

A COLA increase of 2.5% was adopted for General Employees effective October 1, 2002. The PBA (Police) COLA is still under negotiations.

Council approved an Education Reimbursement proposal with implementation policy details to be approved by Council, with the cost to be absorbed within existing training and education budgets.

HEALTH INSURANCE

Health care costs have risen dramatically, thus employees as well as the City are contributing more to health care. The City formerly offered two health plans, POS and HMO. Due to the dramatic increase in premiums, the City is no longer offering the POS plan. Notwithstanding offering the HMO plan only, the City's premiums have increased to \$521,015, which amounts to an additional \$96,931 over FY 2001-02. Additionally, the City has reduced its contribution of dependent coverage from 50% to 40% for the General Employees, and deductibles of employee co-payments have risen. This was the only way, short of reducing health care coverage benefits significantly, to control the City's cost of participation.

ENTERPRISE FUNDS

Enterprise Funds are self-sufficient, self-supporting single purpose funds that rely solely on the income from the rates that are charged for that function, paid by the users of that service. If they happen to have a deficit for any year, the General Fund loans money to that particular fund to cover the deficit. The borrowed money must be paid back to the General Fund eventually.

GOLF COURSE AND COUNTRY CLUB

The City Council hired DJB Management Company, Inc. effective October 2001 to replace Dubin and Associates, Inc. Although significant improvements were made to the golf course itself, DJB Management Company sustained substantial losses in the food and beverage area. This fund showed a deficit for the fifth straight year, ending September 30, 2002 with an estimated loss of \$320,000. DJB Management Company, Inc. was awarded a one year contract effective October 1, 2002. Given the substantial loss sustained in FY 2001-02, a \$200,000 cushion was appropriated as contingency to cover potential losses in 2002-03.

STORMWATER UTILITY FUND

The Stormwater Utility fee rates were increased in the 2001-2002 Fiscal Year. These rates will generate approximately \$35,000 per year over expenses. The Stormwater Master Plan was

updated in April 2001. The City requires approximately \$4,673,110 in funding to accomplish all of the drainage needs throughout the City. Through State grant appropriations of \$375,000 in the 2001-2002 Fiscal Year and \$750,000 in the 2002-2003 Fiscal Year, we will have completed approximately 25% of the Stormwater Master Plan by the end of Fiscal Year 2002-2003. The City will continue to vigorously pursue funding from outside sources to continue this program.

SANITATION FUND

The Sanitation Department was totally restructured in Fiscal Year 2001-2002 to provide for a much more cost effective and efficient operation. Ten months of experience with the restructured Department has confirmed the value of the restructuring.

WATER FUND

Staff is in the process of analyzing the cost effectiveness of transferring ownership of the water distribution system to Miami-Dade Water and Sewer Department (WASAD). Initial communications with WASAD have been positive; however, the long range cost benefit of turning the utility over to WASAD requires greater analysis. The Water Fund contributes a management fee of \$200,000 per year to augment the General Fund. It is important that we analyze the impact of the loss of this management fee to the General Fund in terms of increasing taxes. Additionally, we need to examine the impact from the loss of cash flow from the fees that we receive from this fund. Lastly, it is my understanding that WASAD is planning a rate increase in Fiscal Year 2003-2004. It is critical that we incorporate the anticipated rate increase into the analysis. The analysis is anticipated to be concluded by November 2002.

SEWER (WASTEWATER) FUND

As with the Water Fund we are currently examining the cost effectiveness of transferring ownership of our Wastewater Utility to WASAD. The Sewer Fund contributes \$150,000 per year in management fees to the General Fund. All of the variables mentioned in analyzing the transfer of the Water Distribution System apply to the Sewer System as well. The cost benefit analysis is scheduled to be completed by November 2002. It should be noted that the repairs accomplished before the rainy season last year have paid off significantly. Wastewater disposal fees continue to drop.

FLEET/EQUIPMENT REPLACEMENT

A total of \$169,400 was budgeted for the replacement of vehicles and equipment. Funded in this budget is \$120,920 for four (4) police cars, \$16,000 for the replacement of one (1) Recreation Department pick-up truck, \$16,480 to convert a Public Works flat bed truck to a water truck and \$16,000 to replace the fueling system used by all City vehicles.

ACKNOWLEDGMENTS

I would like to commend all of the Department Heads for proposing cost containment measures which amounted to a \$295,244 reduction in the amended budget over FY 2001-02.

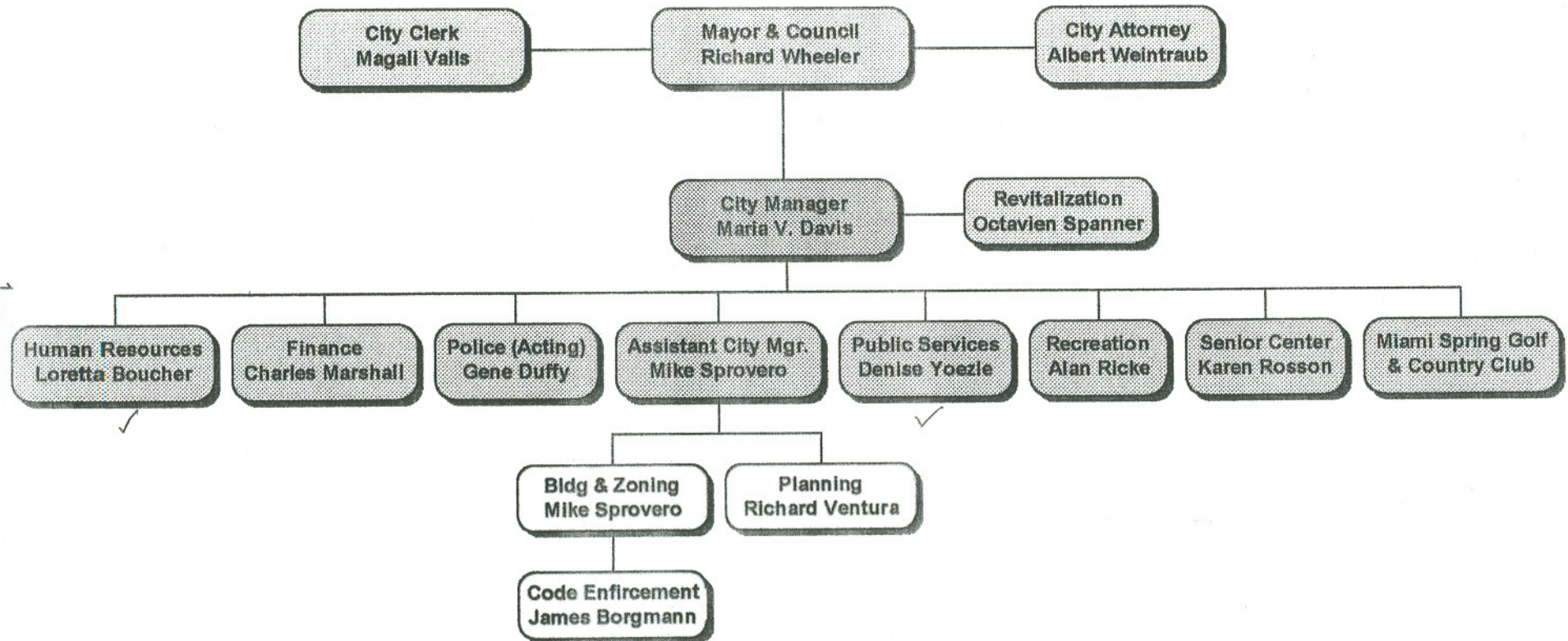
I particularly wish to acknowledge our Finance Director, Charles Marshall, who worked countless hours preparing and overseeing the preparation of the Fiscal Year 2002-2003 budget document. He has continued to improve the operations of the Finance Department and has expended an inordinate amount of time and effort working with Golf Course personnel to ensure proper and accurate reporting. He continues to demonstrate excellent cash management skills so that we do not have to borrow temporary funds to operate the City in cash poor months. The City is stable and financially sound. Our continued goal is to build up our reserve fund balances. Most importantly, I wish to acknowledge my appreciation to Council for its continued support.

Respectfully submitted,

A handwritten signature in cursive script that reads "Maria V. Davis". The signature is written in dark ink and is positioned above the printed name and title.

Maria V. Davis
City Manager

City of Miami Springs Organization Chart FY 2002-2003

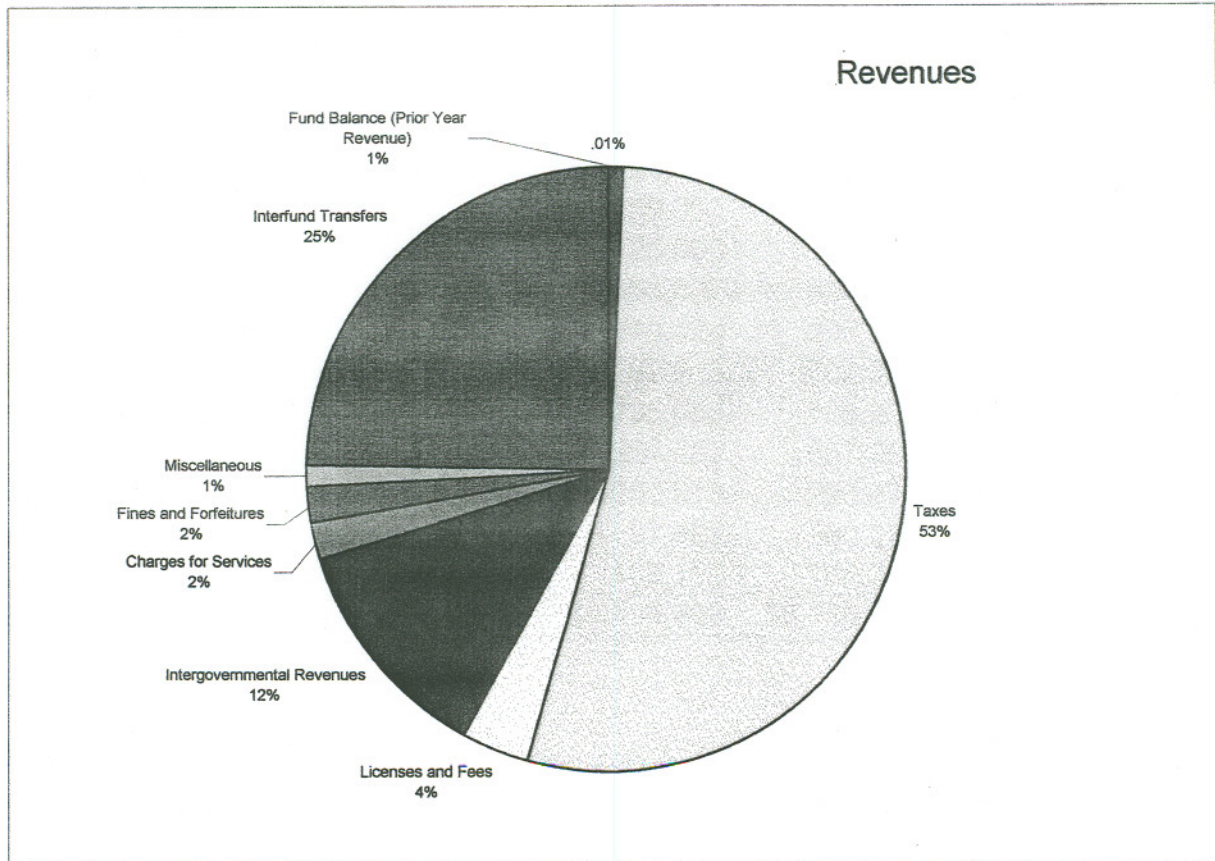


**City of Miami Springs
Adopted Revenue FY 2002-2003**

GENERAL FUND	\$ 9,556,278
SPECIAL REVENUE FUNDS	
Excise Tax	1,880,000
Local Option Gas Tax	409,857
Senior Center	293,994
Total Special Revenue Funds	\$ 2,583,851
ENTERPRISE FUND	
Water Fund	
Water Fees-Inside City	1,398,353
Water Fees-Outside City	220,000
Tapping Fees	2,500
Penalties	15,000
Total Water Fund	\$ 1,635,853
Sewer Fund	
Miami Springs	3,919,371
Virginia Gardens	225,000
Sewer Connections	15,000
Total Sewer Fund	\$ 4,159,371
Sanitation Fund	
Residential	1,431,447
Recycling	150,000
Penalties	26,500
Bulk Collection Fees	25,000
Total Sanitation Fund	\$ 1,632,947
Stormwater Fund	
Residential Class I	182,475
Industrial/Commercial Class II	23,500
Greenspace Class III	24,000
Other Charges	3,500
Penalties	1,000
Total Stormwater Fund	\$ 234,475
Miami Spring Golf & Country Club	\$ 2,050,000
Internal Service Funds	
Fleet	586,515
Insurance	598,323
Telecommunications	275,169
Total Internal Service Funds	\$ 1,460,007
Debt Service Fund-G.O. Bonds	\$ 398,380
Trust & Agency Funds	\$ 988,309
Total All Funds	\$ 24,699,471

City of Miami Springs Summary of Revenues

REVENUES	FY 98-99 Actual	FY 99/2000 Actual	FY 01-02 4/30/02	FY 01-02 Amended	FY 02-03 Adm. Rec.	FY 02-03 Adopted
Fund Balance (Prior Year Revenue)				545,496	86,966	86,966
Taxes	3,550,444	3,863,860	4,510,886	4,768,838	4,972,839	5,227,695
Licenses and Fees	494,051	398,037	214,087	344,315	346,800	346,800
Intergovernmental Revenues	1,067,329	1,143,914	652,943	1,166,400	1,131,367	1,131,367
Charges for Services	196,073	187,404	63,253	183,900	174,900	174,900
Fines and Forfeitures	185,109	191,616	128,499	193,000	190,000	190,000
Miscellaneous	195,010	239,768	73,726	220,050	93,550	93,550
Interfund Transfers	2,277,074	2,125,000	738,293	2,175,000	2,305,000	2,305,000
Total Revenue	\$7,965,090	\$ 8,149,599	\$6,381,687	\$ 9,596,999	\$9,301,422	\$ 9,556,278



City of Miami Springs **Expenditures By Department**

	FY 2001-02 Amended	FY 2002-03 Adopted	Percent of Change
Revenue	\$ 9,596,999	\$9,556,278	-0.42%
Mayor & City Council	\$49,464	\$52,455	6.05%
Office of the City Manager	296,376	292,374	-1.35%
Office of the City Clerk	175,546	184,446	5.07%
Office of the City Attorney	84,500	81,500	-3.55%
Human Resource Department	171,369	171,227	-0.08%
Finance & Budget Department	436,647	440,861	0.97%
Planning Department	130,820	114,511	-12.47%
Unclassified Accounts	720,027	839,734	16.63%
Police Department	4,134,297	4,049,611	-2.05%
Police - School Guards	23,749	21,419	-9.81%
Building ,Zoning & Code Enforce	389,063	434,657	11.72%
Senior Center - IT Fund	120,000	130,000	8.33%
Public Works - Administration	386,837	384,484	-0.61%
Public Works - Streets	310,424	308,314	-0.68%
Public Works - Properties	782,213	782,740	0.07%
Public Works - Building Mtce	235,058	186,930	-20.47%
Recreation	664,052	657,991	-0.91%
Aquatics	250,913	226,474	-9.74%
Tennis	97,492	30,179	-69.04%
Park Maintenance	138,152	166,371	20.43%
Total	\$9,596,999	\$9,556,278	-0.42%

GENERAL FUND

**City of Miami Springs
Revenue Comparison**

Line Item Revenue	FY 99/2000 Actual	FY 00-01 Actual	FY 01-02 Amended	FY 02-03 Adm. Rec.	FY 02-03 Adopted
Ad Valorem Taxes - Current	\$3,831,268	\$4,197,521	\$ 4,743,838	\$4,937,839	\$ 5,192,695
Ad Valorem Taxes - Delinquent	32,592	54,705	25,000	35,000	35,000
Occupational Licenses - City	62,300	21,820	25,000	25,000	25,000
Occupational Licenses - County	26,323	46,352	24,000	24,000	24,000
Building Permits	84,408	63,381	85,047	82,500	82,500
Electrical Permits	28,476	24,562	29,066	29,000	29,000
Plumbing Permits	16,856	16,525	17,248	17,250	17,250
Roofing Permits	49,937	54,375	53,849	50,000	50,000
Mechanical Permits	21,747	17,506	22,855	22,850	22,850
Zoning Permits	3,450	3,150	2,750	1,500	1,500
Certification of Completions	1,895	1,090	2,000	1,200	1,200
Structural Permits	10,950	8,548	7,500	8,500	8,500
Other Permits	91,695	72,560	75,000	85,000	85,000
2-cent Cigarette Tax	12,209	120	11,500		
2/3-cent Cigarette Tax (Rev. Shr)	186,638	180,504	166,000	165,000	165,000
8-cent Motor Fuel Tax	108,433	114,584	133,000	110,467	110,467
Alcoholic Beverage License	9,518	8,112	8,500	8,500	8,500
1/2-cent Sales Tax	777,792	797,933	800,000	800,000	800,000
Gas Tax Rebate	10,089	9,320	8,900	8,900	8,900
School Crossing Guards	39,235	45,285	38,500	38,500	38,500
Other Fees	2,156	3,815	3,000	3,000	3,000
Program Activity Fees	12,026	10,444	14,500	14,500	14,500
Full-day Day Care	115,456	113,918	95,000	95,000	95,000
Swimming Pool Admissions	30,399	36,011	30,000	30,000	30,000
Tennis Fees	3,908	3,209	6,000	6,000	6,000
Vending Machines	748	1,898	2,000	2,000	2,000
Fireworks-VG		4,000	2,000	2,000	2,000
Tennis Lessons	7,033	4,923	5,500	2,500	2,500
Tennis Merchandise	602	1,220	800	800	800
Tennis Memberships	3,274	1,875	7,000	1,000	1,000
Miscellaneous Charges for Serv	3,626	8,762	6,000	6,000	6,000
Copies & Other Charges	2,011	3,250	3,500	3,500	3,500
Lien Search	6,165	10,435	8,600	8,600	8,600
Clerk of the Court - Fines	190,916	227,856	188,000	185,000	185,000
Code Enforcement tickets	350	425	2,500	2,500	2,500
Disabled Parking tickets		0	2,500	2,500	2,500
Interest - Checking	58,623	47,046	55,000	10,000	10,000
Interest - State Board	104,529	98,342	104,000	15,000	15,000
Interest - Tax Collections	11,284	2,254	3,200	3,200	3,200
Rent - Metro Fire	7,363	8,638	7,800	7,800	7,800
Rent - Dade Co. Library	8,253	8,253	8,250	8,250	8,250
Rent - Bus Benches	1,158	3,895	4,000	4,000	4,000
Recreation Facilities	1,275	2,920	1,500	1,500	1,500
Sprint Tower		27,500	27,500	35,000	35,000
Surplus sale of equipment	41,317	4,255	3,000	3,000	3,000
Other Miscellaneous	729	147,532	2,000	2,000	2,000
Returned check charges	5,237	4,156	3,800	3,800	3,800
ITF - Excise Taxes	1,700,000	1,939,797	1,750,000	1,880,000	1,880,000
ITF - Water Admin Fee	200,000	200,000	200,000	200,000	200,000
ITF - Sewer Admin Fee	150,000	150,000	150,000	150,000	150,000
ITF - Sanitation Admin Fee	75,000	75,000	75,000	75,000	75,000
ITF - Stormwater Admin Fee	50,000	50,000			
Fund Balance			545,496	86,966	86,966
TOTALS >>>	\$8,199,599	\$8,939,582	\$9,596,999	\$9,301,422	\$9,556,278

City Council

Mission Statement

The mission of the City Council is to set policy, to represent the interests of the residents of the City, to assure the fiscal integrity of the municipal government, and to promote prompt, courteous responses to residents' inquiries.

City Council

The City Council of the City of Miami Springs is comprised of an elected Mayor and four elected Council members. These individuals serve in the capacity of elected officials for the voters of the City and act as the legislative body of the municipality. Terms are for two years and members may serve for four consecutive terms.

The body is elected to lead, direct and provide policy for the administration. Additionally, the body is responsible to establish ordinances, regulations, set millage rates, adopt budgets, appropriate funds and hire the City Manager, City Attorney and City Clerk. To ensure continuity, the Council appoints citizens to serve as advisors to eight permanent boards, two retirement systems and various ad hoc advisory committees.

Regular council meetings are held the second and fourth Mondays of each month - excluding July. Special sessions are also held in August to discuss budget and other matters of critical importance.

Goals and Objectives

Goal: Represent the citizens of Miami Springs in an effective and efficient manner through policy making that meets and anticipates the needs of the City, as well as its residents.

<p>Objective: Meet regularly to discuss and decide current issues within the City and allow citizens a forum to participate in the policy decisions affecting their City.</p>
--

Goal: Enhance economic development and growth of the business districts and golf course.

<p>Objective: Support and promote economic development activities to improve and sustain commerce in the city.</p>

MAYOR AND CITY COUNCIL
Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Executive Salaries	\$ 31,800	\$ 31,800	\$ 31,800	\$ 31,800	\$ 31,800	\$ 31,800
Payroll Taxes	2,433	2,433	2,433	2,433	2,433	2,433
Workers' Compensation	2,737	2,868	5,408	4,630	4,630	4,630
<i>Total Personnel Costs</i>	<i>\$ 36,970</i>	<i>\$ 37,101</i>	<i>\$ 39,641</i>	<i>\$ 38,863</i>	<i>\$ 38,863</i>	<i>\$ 38,863</i>
OPERATING						
Travel & Related Costs	1,218	3,157	1,700	3,200	3,200	3,200
Printing & Binding	118	230				
Advertising & Promotions				1,500	1,500	1,500
Office Supplies	220	36				
Dues, Memberships & Subsc.	2,237	2,872	3,000	3,000	3,000	3,000
ISF: Liability Insurance	3,102	3,285	3,285	3,840	3,840	3,840
ISF: Computers/Communications	1,449	1,838	1,838	2,052	2,052	2,052
<i>Total Operating Costs</i>	<i>\$ 8,344</i>	<i>\$ 11,418</i>	<i>\$ 9,823</i>	<i>\$ 13,592</i>	<i>\$ 13,592</i>	<i>\$ 13,592</i>
CAPITAL OUTLAY						
Machinery & Equipment		2,758				
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ 2,758</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
TOTAL EXPENSES	\$ 45,314	\$ 51,277	\$ 49,464	\$ 52,455	\$ 52,455	\$ 52,455

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Mayor	1	1	1	1	1	1
City Council Members	4	4	4	4	4	4
DEPARTMENT TOTAL	5	5	5	5	5	5

City Manager

Mission Statement

The mission of the City Manager's office is to implement City Council policies; to oversee all departmental activities, enabling and supporting the departments as they work in the best interests of our community; to instill the City's vision statement among our employees and to foster an outstanding level of service at a reasonable cost.

City Manager

The City Manager is the Chief Administrative Officer of the City. The office of the City Manager is responsible for implementing the policies mandated by the Mayor and City Council. The City Manager is also responsible for the direction of all City departments and functions. The office is governed by Article IV of the City Charter. Responsibilities include: enforcement of all rules, regulations and policies; preparation and submission of annual operating budgets; ensuring the fiscal integrity of the City; monitoring all contracts, administrative positions, capital projects, and other directives of the Mayor and City Council.

The Manager acts as an ex-officio member to all City boards, committees and pension boards as a liaison.

Goals and Objectives

Goal: Enhance, improve and strengthen the operations and functions of all departments within the City.

Objective: Continue to analyze and streamline operations to improve efficiency and quality of services to the residents of Miami Springs.

Goal: Aggressively pursue the revitalization of the business districts and enhance operations of the golf course.

Objective: Assist the Downtown Administrator to facilitate the securing of grants and promote the economic development, as well as strive to develop a successful model of operation for the golf course.

OFFICE OF THE CITY MANAGER
Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ 148,780	\$ 177,870	\$ 204,770	\$ 240,327	\$ 240,327	\$ 200,327
Overtime	2,632	1,498	3,500	1,000	1,000	1,000
Payroll Taxes	11,364	10,683	16,015	18,462	18,462	14,902
Pension & Retirement	17,765	17,324	18,110	22,052	24,045	24,045
Health Insurance	8,594	6,082	9,060	11,531	11,531	10,099
Workers' Compensation	3,284	3,441	6,489	6,481	6,481	6,481
<i>Total Personnel Costs</i>	<i>\$ 192,419</i>	<i>\$ 216,898</i>	<i>\$ 257,944</i>	<i>\$ 299,852</i>	<i>\$ 301,846</i>	<i>\$ 256,854</i>
OPERATING						
Professional Services			200			
Travel & Related Costs	14,745	16,959	14,900	13,000	13,000	13,000
Communications & Freight	31	232	280	250	250	250
Printing & Binding	533		500	500	500	500
Office Supplies	553	1,694	1,700	1,700	1,700	
Operating Supplies	35	309	1,800	1,800	1,800	1,800
Dues, Memberships & Subsc.	2,200	2,089	1,820	1,200	1,200	1,200
Training & Education	639	1,696	800	500	500	500
ISF: Liability Insurance	4,153	3,596	3,733	4,149	4,149	4,149
ISF: Computers/Communications	10,007	14,481	12,699	14,121	14,121	14,121
<i>Total Operating Costs</i>	<i>\$ 32,896</i>	<i>\$ 41,056</i>	<i>\$ 38,432</i>	<i>\$ 37,220</i>	<i>\$ 37,220</i>	<i>\$ 35,520</i>
TOTAL EXPENSES	\$ 225,315	\$ 257,954	\$ 296,376	\$ 337,073	\$ 339,066	292,375

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
City Manager	1	1	1	1	1	1
Assistant City Manager	1	1	1	0.5	0.5	0.5
Assistant to City Manager	0	0	0	1	1	0
Executive Secretary	1	1	1	1	1	1
DEPARTMENT TOTAL	3	3	3	3.5	3.5	2.5

City Clerk

Mission Statement

The mission of the City Clerk's office is commitment to the service of the City Council, City departments and all the citizens of Miami Springs by providing accurate, and unbiased records of all municipal proceedings, and in the retrieval of these records in a courteous and expeditious manner, providing the means for citizens to participate in local government and together build a more harmonious community in which to live.

City Clerk

The Office of the City Clerk is responsible for officially maintaining all records and minutes of the City.

The Office of the City Clerk is responsible for conducting all City elections (F.S.S.106 and City Charter 8.02(1) and for preserving all permanent records, ordinances, resolutions proclamations, minutes, contracts, historical documents and other official records in compliance with F.S.S. chapter 119 and Charter 8.02 (4).

The City Clerk serves as Records Management Liaison Officer (RMLO) to all City departments as needed. With the Mayor and City Manager, the Clerk attests all official City documents and records the appropriate document with the Clerk of the Court (Charter 8.02).

The City Clerk's office attends of all City Council meetings and records and transcribes minutes in a timely fashion, as well preparing a summary of actions for proper follow-up by all departments. The City Clerk also provides notary, information and referral services to the general public to enhance community relations.

Goals and Objectives:

Goal: Provide for and ensure the accurate and unbiased compilation and maintenance of the legislative history of the official actions and documents of the City of Miami Springs.

Objective:	(1) Compile and distribute all agenda documents for the City Council meetings, special meetings, and advisory boards meetings;
	(2) Attend the meetings and transcribe accurate minutes of proceedings in accordance with established procedures and time frames.

Goal: Serve as a principle contact for citizen inquires and inform the residents of the actions of the City, using the most current means and methods.

Objective:	Provide effective and courteous customer service within targeted response times: walk-in inquires are immediate; telephone inquires within 24 hours; written requests within two to three days.
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OFFICE OF THE CITY CLERK
Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ 87,629	\$ 93,803	\$ 103,986	\$ 108,879	\$ 108,879	\$ 108,879
Overtime	773	2,207	1,750	1,900	1,500	1,500
Payroll Taxes	6,561	7,211	7,813	8,475	7,929	7,929
Pension & Retirement	3,021	1,367		2,216	2,208	
Health Insurance	9,999	6,217	8,300	8,844	8,844	8,439
Workers' Compensation	2,189	2,294	4,326	3,704	3,704	3,704
<i>Total Personnel Costs</i>	<i>\$ 110,172</i>	<i>\$ 113,099</i>	<i>\$ 126,175</i>	<i>\$ 134,017</i>	<i>\$ 133,063</i>	<i>\$ 130,450</i>
OPERATING						
Professional Services	74		3,500			
Contractual Services	1,305	10,275	3,000	18,000	18,000	18,000
Travel & Related Costs	309	185	750	750	750	750
Communications & Freight	31					
Repairs & Maintenance	1,160	1,052	1,125	1,639	1,639	1,639
Printing & Binding	2,190	1,273	4,950	3,950	3,950	3,950
Advertising & Promotions	8,409	12,161	15,126	15,000	12,000	12,000
Office Supplies	659	1,270	1,500	1,500	1,200	1,200
Operating Supplies	2,108	5,956	6,000	4,500	4,500	4,500
Dues, Memberships & Subsc.	1,712	819	1,300	1,585	1,585	1,300
Training & Education	140	265	600	600	600	600
ISF: Liability Insurance	2,244	2,397	2,489	2,766	2,766	2,766
ISF: Computers/Communications	5,146	6,422	6,531	7,290	7,290	7,290
<i>Total Operating Costs</i>	<i>\$ 25,487</i>	<i>\$ 42,075</i>	<i>\$ 46,871</i>	<i>\$ 57,580</i>	<i>\$ 54,280</i>	<i>\$ 53,995</i>
CAPITAL OUTLAY						
Machinery & Equipment		1,544	2,500			
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ 1,544</i>	<i>\$ 2,500</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
TOTAL EXPENSES	\$ 135,659	\$ 156,718	\$ 175,546	\$ 191,597	\$ 191,597	\$ 184,446

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
City Clerk	1	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1	1
DEPARTMENT TOTAL	2	2	2	2	2	2

City Attorney

Mission Statement

The mission of the City Attorney's office is to provide competent legal advice and counsel to City officials and administration in a timely manner and zealously represent the City's interest and positions in negotiations and litigation.

City Attorney

The office of the City Attorney reflects the direct charges associated with the contractual services provided by the City's legal counsel. Miami Springs, not having a large enough demand for an internal legal staff, contracts all legal services with the firm of Weintraub, Weintraub, Seiden & Orshan.

The firm, through its partners, represents the City on all legal matters that includes, but not limited to, attendance at all regular and special council meetings, planning and zoning boards, and Board of Adjustment meetings. Additionally, the office is responsible for coordinating responses and initiating all legal opinions, litigatory matters and applications of all federal, state, county and local rules, regulations, ordinances, resolutions, or other statutory matters.

Goals and Objectives:

Goal: Provide competent legal advice and council in a timely manner to City Officials and administration.

Objective: Provide legal advice while in attendance at meetings and workshops and by responding to all inquires in a timely manner.
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Objective: Review, draft and negotiate contracts and agreements between the City and other entities or persons in a timely manner.

OFFICE OF THE CITY ATTORNEY
Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
OPERATING						
Professional Services	71,234	83,500	83,500	80,500	80,500	80,500
Dues, Memberships & Subsc.	862		1,000	1,000	1,000	1,000
<i>Total Operating Costs</i>	<i>\$ 72,096</i>	<i>\$ 83,500</i>	<i>\$ 84,500</i>	<i>\$ 81,500</i>	<i>\$ 81,500</i>	<i>\$ 81,500</i>
TOTAL EXPENSES	\$ 72,096	\$ 83,500	\$ 84,500	\$ 81,500	\$ 81,500	\$ 81,500

Human Resources

Mission Statement

The mission of the Human Resources Department is to provide the City of Miami Springs, its citizens and its employees, the highest standard of excellence in the administration of a comprehensive personnel program.

Central to the mission of this department is the responsibility of providing equal employment opportunity in advancing ethical and effective public personnel management in the area of recruitment, selection, training and the advancement of qualified employees.

Human Resources

The Human Resources Department administers a comprehensive personnel program that includes: recruitment, selection, wage and salary administration, employee relations and staff development training programs for City employees. The department advises and counsels City employees on personnel matters. Department staff are responsible for general personnel administration, staff and program development, and collective bargaining with the union and the administration of the Civil Service System. The department is also responsible for risk management and worker's compensation insurance.

Goals and Objectives:

Goal: Develop and maintain effective, positive employee relations.

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| <p>Objective: (1) Provide for the general administration of the personnel policies and employee relations activities of the City, including adherence to the Americans with Disabilities Act;</p> <p>(2) Negotiate labor agreements and assist in the processing of employee grievance and disciplinary actions.</p> |
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Goal: Develop and maintain organization productivity and employee effectiveness.

<p>Objective: Provide cost effective training programs for employees.</p>
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<p>Objective: Have the City of Miami Springs, administrative policies and procedures and Civil Service rules and regulation revisions completed within one month after notification of any legislative changes affecting existing policy or administration of a policy.</p>
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HUMAN RESOURCES DEPARTMENT
Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ 85,136	\$ 85,442	\$ 88,548	\$ 100,978	\$ 100,978	\$ 100,978
Overtime	268	271	500	500	250	250
Payroll Taxes	6,520	6,809	6,920	7,763	7,416	7,416
Pension & Retirement	2,853	1,262		2,030	2,025	
Health Insurance	7,862	7,112	9,900	7,687	7,687	4,687
Workers' Compensation	2,189	2,868	4,326	3,704	3,704	2,540
<i>Total Personnel Costs</i>	\$ 104,828	\$ 103,764	\$ 110,194	\$ 122,661	\$ 122,059	\$ 115,871
OPERATING						
Professional Services	11,700	45,921	26,405	21,500	21,500	21,500
Travel & Related Costs	515		1,500	1,500	1,500	1,500
Communications & Freight	18	9	100			
Repairs & Maintenance			100	100	100	100
Printing & Binding	537	100	350	350		
Advertising & Promotions	8,323	13,798	14,000	14,000	14,000	14,000
Office Supplies	556	1,105	1,500	1,500		
Operating Supplies	1,153	1,244	1,200	1,200	1,200	1,200
Dues, Memberships & Subsc.	1,887	1,494	2,000	2,000	2,000	2,000
Training & Education	651	3,198	5,000	5,000	5,000	5,000
ISF: Liability Insurance	2,244	2,410	2,489	2,766	2,766	2,766
ISF: Computers/Communications	5,146	6,472	6,531	7,290	7,290	7,290
<i>Total Operating Costs</i>	\$ 32,730	\$ 75,751	\$ 61,175	\$ 57,206	\$ 55,356	\$ 55,356
CAPITAL OUTLAY						
Machinery & Equipment	1,110					
<i>Total Capital Outlay</i>	\$ 1,110	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENSES	\$ 138,668	\$ 179,515	\$ 171,369	\$ 179,867	\$ 177,415	\$ 171,227

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Personnel Director	1	1	0	0	0	0
Human Resource Director	0	1	1	1	1	1
Human Resource Specialist	0	0	1	1	1	1
<i>Total of Full-time employees</i>	1	2	2	2	2	2
<i>Part-time Employees:</i>						
Clerical Assistant	1	0	0	0	0	0
DEPARTMENT TOTAL	2	2	2	2	2	2

Finance Department

Mission Statement

The mission of the Finance Department is to develop and manage appropriate financial services, programs, and resources as efficiently and effectively as possible and to communicate the results of these efforts in a timely manner to internal and external customers of the City.

Finance Department

The Finance Department is responsible for overseeing the financial operations that include: accounts payable, accounts receivable, audits, budget, capital projects accounting, cash management, collections debt administration, financial analysis, financial reporting and accounting, fixed asset reporting, payroll and revenue forecasting and monitoring.

The department ensures that surplus funds are properly invested to maximize returns on cash for operations.

The department is responsible for utility billing, collections, customer service and accounts receivable collections for the water, sewer, sanitation and storm water funds.

Goals and Objectives:

Goal: Maintain on-line, current, monthly and annual reports to monitor actual revenues and expenditures of the City in comparison to established and approved budgets and report on actions taken to provide acceptable financial results.

Objective: Process accurate financial transactions, reports, analysis and customer assistance in a timely manner as prescribed by federal, state and local laws.

Goal: Improve current internal deficiencies and monitor policy compliance by conducting internal (compliance) audits of the financial operations and scheduling training in various procedures.

Objective: Conduct at least two internal (compliance) audits and three training sessions by September 2003.
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Goal: Maintain accounts payable, payroll processes and procedures in accordance with federal, state, and local guidelines.

Objective: Ensure timely and accurate issuance of all vendor checks and bi-weekly payroll disbursements.

FINANCE DEPARTMENT
Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ 267,729	\$ 210,555	\$ 217,228	\$ 213,571	\$ 213,571	\$ 213,571
Part Time Year Round	8,783	29,501	24,162	6,240	6,240	6,240
Overtime	5,053	2,870	3,000	2,600	2,600	2,600
Payroll Taxes	20,100	19,930	20,133	17,014	17,014	17,014
Pension & Retirement	11,355	10,683	8,645	14,328	14,328	11,264
Health Insurance	15,813	13,824	18,094	28,067	28,067	31,992
Workers' Compensation	6,041	8,473	19,468	15,517	15,517	15,517
Total Personnel Costs	\$ 334,874	\$ 295,836	\$ 310,730	\$ 297,337	\$ 297,337	\$ 298,198
OPERATING						
Professional Services & Audit Fees	40,000	35,000	44,400	40,000	40,000	40,000
Contractual Services	22,166	786	1,100	1,000	1,000	1,000
Travel & Related Costs	1,391	470	900	1,500	1,500	1,500
Communications & Freight	1,272	540	600	500	500	500
Repairs & Maintenance	686	1,270	1,500	1,500	1,500	1,500
Rentals & Lease	1,613	6,009	7,000	6,500	6,500	6,500
Printing & Binding	8,723	4,367	3,500	3,500	3,500	3,500
Advertising & Promotions	1,530	1,970	4,500	4,500	4,500	4,500
Office Supplies	7,954	13,689	16,400	20,000	20,000	30,000
Operating Supplies	1,361	5,628	7,000	6,000	6,000	6,000
Dues, Memberships & Subsc.	2,140	1,205	820	800	800	800
Training & Education	1,154	193	1,000	1,000	1,000	1,000
ISF: Liability Insurance	11,735	10,252	10,642	11,829	11,829	11,829
ISF: Computers/Communications	20,801	30,852	26,555	34,034	34,034	34,034
Total Operating Costs	\$ 122,526	\$ 112,231	\$ 125,917	\$ 132,663	\$ 132,663	\$ 142,663
TOTAL EXPENSES	\$ 457,400	\$ 408,067	\$ 436,647	\$ 430,001	\$ 430,001	\$ 440,861

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Finance Director	1	1	1	1	1	1
Assistant Finance Director	1	1	1	1	1	1
Administrative Assistant III	1	1	1	0	0	0
Finance Clerk II	2	3	2	2	2	2
Finance Clerk I	1	0	1	1	1	1
Staff Accountant	0	1	1	1	1	1
Finance Clerk III	0	0	1	1	1	1
Clerical Assistant	0	0	1	1	1	1
System Manager	1	1	1	1	1	1
Total of Full time employees	7	8	10	9	9	9
Part-time Employee						
Clerical Assistant	2	2	2	1	1	1
DEPARTMENT TOTAL	9	10	12	10	10	10

Planning Department

Mission Statement

To guide the physical development of the City in a manner that will preserve its unique characteristics and enhance the quality of life for the City's present and future residents.

Planning Department

The Planning Department is responsible for general community-wide policy and program planning, as mandated by state law. This effort involves close intergovernmental coordination, particularly with county agencies, the South Florida Regional Planning Council and state agencies, such as the Departments of Community Affairs, Environmental Protection and Transportation. Related to this general mission, the department provides research and recommendations on land use, community facilities/services and transportation matters to the City Manager, City Advisory and Quasi-Judicial Boards, and the City Council.

Goals and Objectives:

Goal: Provide planning services consistent with and in support of the City's official goals for future land use, transportation, housing, infrastructure, conservation, recreation and open space, intergovernmental coordination and capital improvements, as articulated in the comprehensive plan.

Objective: Perform planning service for the development of a plan for downtown revitalization, canal bike path and landscaping Linear Park project.
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Objective: Perform planning services necessary to install a local Geographic Information System (GIS) and provide an interface with the Metro-Dade/FPL GIS.
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Objective: Perform planning services with the Metropolitan Planning Organization and the Florida Department of Transportation to formulate plans for surface transportation improvements in northwest Miami-Dade County that are consistent with the City's goals and objectives.
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PLANNING DEPARTMENT
Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ 73,324	\$ 71,139	\$ 68,470	\$ 77,471	\$ 77,471	\$ 77,471
Part Time Year Round	-	-	13,500	-	-	-
Payroll Taxes	5,383	5,178	6,225	5,852	5,852	5,852
Pension & Retirement	2,496	1,105	-	1,549	1,549	-
Health Insurance	4,340	3,635	3,260	4,360	4,360	4,360
Workers' Compensation	2,189	2,294	4,326	1,852	1,852	1,852
<i>Total Personnel Costs</i>	<i>\$ 87,732</i>	<i>\$ 83,351</i>	<i>\$ 95,781</i>	<i>\$ 91,084</i>	<i>\$ 91,084</i>	<i>\$ 89,534</i>
OPERATING						
Professional Services	-	3,216	16,334	10,000	10,000	10,000
Contractual Services	849	-	-	-	-	-
Travel & Related Costs	297	263	550	1,000	1,000	1,000
Communications & Freight	146	179	200	200	200	200
Utility Services	0	391	295	-	-	-
Repairs & Maintenance	65	-	-	-	-	-
Rentals & Lease	4,400	4,800	2,000	850	850	850
Printing & Binding	452	96	2,500	2,000	2,000	2,000
Office Supplies	1,332	2,516	740	-	-	-
Operating Supplies	2,850	3,010	5,600	3,000	3,000	3,000
Dues, Memberships & Subsc.	540	552	500	500	500	500
Training & Education	135	435	1,600	1,500	1,500	1,500
ISF: Liability Insurance	1,683	1,798	1,866	2,075	2,075	2,075
ISF: Computers/Communications	2,249	2,827	2,854	3,852	3,852	3,852
<i>Total Operating Costs</i>	<i>\$ 14,998</i>	<i>\$ 20,083</i>	<i>\$ 35,039</i>	<i>\$ 24,977</i>	<i>\$ 24,977</i>	<i>\$ 24,977</i>
CAPITAL OUTLAY						
Machinery & Equipment	\$ -	\$ 8,216	\$ -	\$ -	\$ -	\$ -
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ 8,216</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
TOTAL EXPENSES	\$ 102,730	\$ 111,650	\$ 130,820	\$ 116,061	\$ 116,061	\$ 114,511

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
City Planner	1	1	1	1	1	1
Administrative Assistant I	0.5	0.5	0.5	0.5	0.5	0.5
<i>Total of Full time employees</i>	<i>1.5</i>	<i>1.5</i>	<i>1.5</i>	<i>1.5</i>	<i>1.5</i>	<i>1.5</i>
<i>Part-time</i>						
Planning Technician	0	0	1	1	0	0
DEPARTMENT TOTAL	1.5	1.5	1.5	1.5	1.5	1.5

Police Department

Mission Statement

We are committed to improving the quality of life, promoting peace, and resolving problems through an ongoing partnership with the community we serve. We will endeavor to accomplish this by striving to provide a Personalized Police Service to the people of the City of Miami Springs.

Our efforts will be guided and supported by these organizational values:

Service Integrity Trust Respect
Partnership Quality Innovation

Police Department

The Police Department is responsible for protecting the lives and property of the residents, businesses and visitors of the City. The department preserves the peace, prevents crime, detects and arrests offenders, regulates and controls traffic and enforces all related federal, state, county, local and other regulatory rules, regulations, laws and ordinances.

The department is also responsible, both through the General and Law Enforcement Trust Funds, to operate the Community Policing Office (CPO), the School Crossing Guard program, and other special law-enforcement programs related to the Department of Justice and other agencies.

Additionally, the department works closely with other regional agencies to ensure that public safety matters are addressed and implements specialized enforcement efforts including HIDTA, COPS-MORE, the VIN Program and others as identified.

Goals and Objectives:

Goal: Enhance and continue efforts to deliver "Personalized Police Service" to the City of Miami Springs.

Objective:	Increase the commitment to address the enormous traffic problems and the many legitimate complaints made by residents and enhance the ability to provide traffic safety in the community.
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Objective:	Continue commitment to combat the drug problem through interagency cooperation by the assignment of a Police Officer to the South Florida High Intensity Drug Trafficking Area (HIDTA Program)
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Goal: Become more involved in Community Policing to further the relationship between the police and citizens of the community.

Objective:	Regenerate efforts with the goal to increase the number of Crime Watch neighborhoods and reaffirm our commitment and efforts towards Business Crime Watch.
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POLICE DEPARTMENT
Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Executive Salaries	\$ 335,404	\$ 355,609	\$ 363,386	\$ 391,583	\$ 391,583	\$ 391,583
Regular Salaries	1,834,507	1,861,923	2,007,734	2,068,311	1,997,530	1,989,430
Police Dept Civilians	337,501	329,973	388,719	358,168	358,168	358,168
Part Time Year Round	57,563	61,441	38,337	47,481	47,481	47,481
Overtime	71,718	78,904	70,000	70,000	70,000	70,000
Special Pay	36,355	37,185	50,000	50,000	50,000	50,000
Payroll Taxes	204,284	174,678	217,946	209,279	193,806	209,279
Pension & Retirement	31,206	19,659	25,000	3,000	3,000	3,000
Health Insurance	182,500	186,768	157,500	165,000	165,000	204,577
Workers' Compensation	64,586	67,748	121,129	101,852	101,852	101,852
Total Personnel Costs	\$ 3,155,624	\$ 3,173,888	\$ 3,439,751	\$ 3,464,674	\$ 3,378,420	\$ 3,425,370
OPERATING						
Professional Services	4,661	6,157	27,000	27,000	6,500	6,500
Contractual Services	2,495	704	44,000	44,000	3,000	3,000
Travel & Related Costs	2,657	2,125	4,500	4,500	2,800	2,800
Communications & Freight	(25)					
Repairs & Maintenance	3,236	4,752	5,000	5,000	5,000	5,000
Rentals & Lease	3,567	1,706	3,969	3,969	2,000	2,000
Printing & Binding	948	582	2,500	2,500	500	500
Advertising & Promotions	190	327	500	500	200	200
Office Supplies	4,762	5,005	6,000	6,000		
Operating Supplies	12,410	9,345	15,000	15,000	9,000	9,000
Uniforms		56,627	82,951	82,951	82,951	82,951
Dues, Memberships & Subsc.	1,990	1,873	3,000	3,000	1,500	1,500
Training & Education	4,109	7,408	9,000	9,000	9,000	9,000
ISF: Liability Insurance	66,045	70,567	73,251	81,422	81,422	81,422
ISF: Fleet Maintenance	250,613	345,271	324,127	303,762	319,235	319,235
ISF: Computers/Communications	36,066	72,697	63,748	71,133	71,133	71,133
Total Operating Costs	\$ 393,724	\$ 585,146	\$ 664,546	\$ 659,737	\$ 594,240	\$ 594,240
CAPITAL OUTLAY						
Machinery & Equipment	127,270	32,111	30,000	30,000	30,000	30,000
Total Capital Outlay	\$ 127,270	\$ 32,111	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
TOTAL EXPENSES	\$ 3,676,618	\$ 3,791,145	\$ 4,134,297	\$ 4,154,411	\$ 4,002,660	\$ 4,049,611

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Police Chief	1	1	1	1	1	1
Captain	1	1	1	1	1	1
Lieutenant	3	3	3	3	3	3
Sergeant - Detective	1	1	1	1	1	1
Sergeant	4	4	4	4	4	4
Officer - Detective	6	6	4	4	4	4
Officer - Motor	4	4	5	5	5	5
Officer - K9	2	1	2	2	2	2
Officer	21	22	22	21	21	21
Communications Supervisor	1	1	1	1	1	1
Dispatcher I	6	6	6	6	6	6
Dispatcher II	2	2	1	1	1	1
Parking Enforcement Officer	1	1	1	1	1	0
Administrative Assistant I	1	1	0	0	0	0
Clerical Assistant	0	1	0	0	0	0
Sr. Adm Spec	0	0	1	1	1	1
Admin. Sp. II	0	0	1	0	0	0
Admin. Sp. I	0	0	2	3	3	3
Total of Full time employees	54	55	56	55	55	54
Part Time Employees						
Clerical Assistant	3	3	3	3	3	3
School Crossing Guards	4	4	4	4	4	4
Total of Part time employees	7	7	7	7	7	7
Part-time Employees - Grants						
Public Service Aides	0	0	3	3	3	3
Grant-funded P/Ts	0	0	3	3	3	3
DEPARTMENT TOTAL	61	62	66	65	65	64

POLICE DEPARTMENT - School Crossing Guards
Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Part Time Year Round	\$ 6,545		\$ 11,795	\$ 13,016	\$ 13,016	\$ 13,016
Payroll Taxes	501		902	996	996	996
Worker's Compensation			8,652	7,407	7,407	7,407
<i>Total Personnel Costs :</i>	<i>\$ 7,046</i>	<i>\$ -</i>	<i>\$ 21,349</i>	<i>\$ 21,419</i>	<i>\$ 21,419</i>	<i>\$ 21,419</i>
OPERATING						
Operating Supplies						
Uniforms	386		1,000			
Other	160		1,400			
<i>Total Operating Costs :</i>	<i>\$ 546</i>	<i>\$ -</i>	<i>\$ 2,400</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
TOTAL EXPENSES	\$ 7,592	\$ -	\$ 23,749	\$ 21,419	\$ 21,419	\$ 21,419

Senior Center

Mission Statement

The mission of the Elderly Services Department is to improve, maintain and enhance the quality of life for older citizens of this community. In keeping with planned area and statewide goals to ensure a life with dignity and maximum independence for older persons, this department provides a comprehensive and coordinated system of services to include: congregate meals, home delivered meals, nutrition education, health support, transportation, adult education, screening and assessment, and information and referral assistance.

SENIOR CENTER
Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Transfer out to Sr Ctr Fund	\$72,415	\$172,000	\$120,000	\$120,000	\$130,000	\$130,000
TOTAL EXPENSES	\$72,415	\$172,000	\$120,000	\$120,000	\$130,000	\$130,000

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Social Services Director	1	1	1	1	1	1
<i>Total Full Time Employees</i>	1	1	1	1	1	1
Part-time Employee						
Food Server	3	3	3	3	3	3
Outreach Worker	1	1	1	1	1	1
Van Driver	1	1	1	1	1	1
Bus Driver	1	1	1	1	1	1
<i>Part-time employees</i>	6	6	6	6	6	6
DEPARTMENT TOTAL	7	7	7	7	7	7

Building & Zoning Department

Mission Statement

The mission of the Building & Zoning Department is to ensure the safe and stable design, methods of construction, standards of workmanship and use of proper material in buildings/structures erected or altered. The Zoning Department ensures the proper regulation of the percentage and portion of lots/land that may be occupied or built on to prevent overcrowding.

Building & Zoning Department

The Department consists of the combined functions of Building, Zoning & Code Enforcement.

The responsibilities of Building include receiving permit applications, plans and miscellaneous documentation for review and processing requests for building permits. Plans are reviewed for standards, provisions and requirements for safe and stable designs, methods and uses of construction, standards for workmanship and uses of materials. They are also checked for compliance with minimum standards for building materials used in buildings and/or structures hereafter erected, constructed, enlarged, repaired, moved, or otherwise altered or demolished; this is in accordance with the Florida Building Code 2001, as amended from time to time.

The department is responsible for the review of properties, residential and commercial, ensuring activities are in compliance with the City's Code of Ordinances pertaining to zoning regulations.

The department, through code enforcement promotes, protects and improves the health, safety and welfare of the citizens of the City of Miami Springs by ensuring property owners maintain their property in accordance with the City of Miami Springs Code of Ordinances.

Goals and Objectives:

Goal: Properly process and issue all required permits and licenses on a timely basis.

Objective: Process and issue all building, electrical, plumbing and mechanical permits and occupational licenses during FY 02-03.

Goal: Perform team inspections on multi-family and commercial properties as a follow up to a complaint or as this department deems necessary.

Objective: Process code enforcement cases and present appropriate cases to the Code Enforcement Board.

BUILDING, ZONING, & CODE ENFORCEMENT DEPARTMENT
Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ 182,515	\$ 185,495	\$ 190,393	\$ 251,007	\$ 251,007	\$ 251,007
Part Time Year Round		409				
Overtime	380					
Payroll Taxes	13,713	14,224	15,743	19,202	18,602	18,602
Pension & Retirement	6,179	2,792	4,000	10,645	10,645	5,605
Health Insurance	18,767	21,931	20,423	19,500	19,500	26,105
Workers' Compensation	8,473	5,735	10,815	12,037	12,037	12,037
<i>Total Personnel Costs</i>	<i>\$ 230,027</i>	<i>\$ 230,586</i>	<i>\$ 241,374</i>	<i>\$ 312,391</i>	<i>\$ 311,791</i>	<i>\$ 313,356</i>
OPERATING						
Professional Services	647		1,000	1,000	1,000	1,000
Contractual Services	50,946	83,550	91,000	80,000	80,000	80,000
Travel & Related Costs	18	35	2,050	250	250	250
Communications & Freight	(62)					
Utility Services	576	473	200			
Repairs & Maintenance	102	213	200	155	155	155
Rentals & Lease	10,093	11,151	4,040	780	780	780
Printing & Binding	794	736	1,350	1,150	1,150	1,150
Office Supplies	1,962	2,158	1,635	1,750	0	0
Operating Supplies	2,495	3,478	11,550	2,580	2,580	2,580
Dues, Memberships & Subsc.	198	372	350	350	350	350
Training & Education			500	900	900	900
ISF: Liability Insurance		6,593	6,843	7,607	7,607	7,607
ISF: Fleet Maintenance	12,555	19,911	7,606	7,508	7,508	7,508
ISF: Computers/Communications	11,426	19,460	19,365	19,022	19,022	19,022
<i>Total Operating Costs</i>	<i>\$ 91,750</i>	<i>\$ 148,130</i>	<i>\$ 147,689</i>	<i>\$ 123,052</i>	<i>\$ 121,302</i>	<i>\$ 121,302</i>
CAPITAL OUTLAY						
Machinery & Equipment		4,631				
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ 4,631</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
TOTAL EXPENSES	\$ 321,777	\$ 383,347	\$ 389,063	\$ 435,443	\$ 433,092	\$ 434,657

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Administrative Assistant I	2	1	0.5	0.5	0.5	0.5
Administrative Assistant II	0	1	1	1	1	1
Building Official	0	0	0	0.5	0.5	0.5
Code Enforcement Manager	0	0	1	1	1	1
Code Enforcement Officers	3	3	3	3	3	3
DEPARTMENT TOTAL	5	5	5.5	6.0	6.0	6.0

Public Works Department

Mission Statement

The mission of the Public Works Department is to maintain City infrastructure and facilities in a responsive, safe, cost effective and environmentally sound manner.

Public Works - Administration Division

The Administrative Division is responsible for the management of all functions and divisions of the department, including strategic planning for the maintenance of all infrastructure, utilities and services within the City, customer service, and compliance with regulatory mandates. The division also provides supervision, training, guidance and support for all of the employees within the remaining nine divisions of the department (includes four Enterprise Funds).

Goals and Objectives:

Goal: Maintain a system of proper planning, scheduling, inventory control, training, and cost accounting for all divisions of the department.

Objective:	Work with supervisory staff to maximize the HTE work order system for increasing efficient planning, scheduling, inventory control and cost accounting for the department
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Objective:	Accurately enter all inventory and labor hours in the accounting system to produce accurate and timely cost accounting reports.
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Objective:	Expand the planned maintenance program to include all functions in the divisions. Train personnel to coordinate projects and routine tasks with a planned maintenance system.
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PUBLIC WORKS DEPARTMENT
Administration Division - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ 141,450	\$ 200,593	\$ 254,684	\$ 274,379	\$ 274,379	\$ 274,379
Overtime	1,117	1,187	1,500	1,500	1,200	1,200
Payroll Taxes	11,395	15,011	19,598	21,105	20,582	20,582
Pension & Retirement	4,880	2,389	12,750	5,518	5,512	
Health Insurance	18,080	16,395	20,607	18,384	18,384	22,996
Workers' Compensation	6,568	5,207	12,978	11,111	11,111	11,111
Total Personnel Costs	\$ 183,490	\$ 240,782	\$ 322,117	\$ 331,997	\$ 331,168	\$ 330,268
OPERATING						
Professional Services		3,000				
Contractual Services	4,346					
Travel & Related Costs		4,800	4,800	4,800	4,800	4,800
Communications & Freight	116	59	50	50	50	50
Repairs & Maintenance	0	561	500	500	500	500
Rentals & Lease	1,826	1,969	1,820	1,820	1,820	1,820
Printing & Binding	577	500	2,500	2,500	2,500	2,500
Advertising & Promotions	89		2,000	2,000	2,000	2,000
Office Supplies	3,286	5,390	650	650		
Operating Supplies	2,179	6,665	9,700	9,700	9,700	9,700
Dues, Memberships & Subsc.	518	499	750	750	750	750
Training & Education	338		1,000	500	500	500
ISF: Liability Insurance	6,731	7,192	7,466	8,298	8,298	8,298
ISF: Fleet Maintenance	11,426	19,911	15,788	9,177	9,177	9,177
ISF: Computers/Communications	10,007	14,481	12,699	14,121	14,121	14,121
Total Operating Costs	\$ 41,439	\$ 65,027	\$ 59,723	\$ 54,866	\$ 54,216	\$ 54,216
CAPITAL OUTLAY						
Machinery & Equipment			4,997			
Total Capital Outlay	\$ -	\$ -	\$ 4,997	\$ -	\$ -	\$ -
TOTAL EXPENSES	\$ 224,929	\$ 305,809	\$ 386,837	\$ 386,863	\$ 385,384	\$ 384,484

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Public Service Director	1	1	1	1	1	1
Assistant Director of Public Works	1	1	1	1	1	1
Clerical Assistant	2	2	0	0	0	0
Administrative Assistant I	1	1	2	2	2	2
Administrative Assistant II	0	0	1	1	1	1
Matl Mgt Clerk	1	0	1	1	1	1
DIVISION TOTAL	6	5	6	6	6	6

Public Works – Street & Sidewalk Division

The function of the Street & Sidewalk Division is to maintain all City streets, street lights, bike paths, alleys and sidewalks. The division also maintains all monuments and signage. A portion of this division is funded by Local Option Gas Tax.

Goals and Objectives:

Goal: Continue to identify all sidewalks that require replacement.

Objective: Replace damaged sidewalks and include root barrier in the installation.

Goal: Continue to replace steel light poles with aluminum poles.

Objective: The replacement of light poles will be completed this year.

Goal: Continue to perform inspections on all light poles.

Objective: Replace deteriorated wiring and components to ensure the safe operation of all lighting throughout the City.
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PUBLIC WORKS DEPARTMENT
Streets & Sidewalks Division - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ 48,493	\$ 87,366	\$ 53,055	\$ 54,412	\$ 54,412	\$ 54,412
Part Time Year Around	21,026	561	27,000	18,000	18,000	18,000
Seasonal Emp	598	1,558	3,500	3,000	3,000	3,000
Leased Employees			20,000	25,000	25,000	25,000
Payroll Taxes	5,363	6,693	6,390	7,682	7,482	7,482
Pension & Retirement	1,623	1,675		2,008	2,008	
Health Insurance	4,701	7,727	6,050	6,252	6,252	9,252
Workers' Compensation	3,833	5,683	8,652	5,556	5,556	5,556
<i>Total Personnel Costs</i>	<i>\$ 85,635</i>	<i>\$ 111,259</i>	<i>\$ 124,647</i>	<i>\$ 121,910</i>	<i>\$ 121,710</i>	<i>\$ 122,702</i>
OPERATING						
Contractual Services	559	3,767				
Communications & Freight			125	123	125	125
Utility Services	144,428	130,320	135,000	135,000	135,000	135,000
Repairs & Maintenance	3,014	2,876	625	625	625	625
Rentals & Leases	840	3,831	3,000	3,000	3,000	3,000
Operating Supplies	18,202	18,944	9,600	13,769	18,000	18,000
Road Materials & Supplies	4,068	6,661				
ISF: Liability Insurance	4,299	3,607	3,865	3,865	4,203	4,203
ISF: Fleet Maintenance	16,588	24,272	19,616	19,616	16,404	16,404
ISF: Computers/Communications	6,676	8,550	8,696	8,696	8,255	8,255
<i>Total Operating Costs</i>	<i>\$ 198,674</i>	<i>\$ 202,828</i>	<i>\$ 180,527</i>	<i>\$ 184,694</i>	<i>\$ 185,612</i>	<i>\$ 185,612</i>
CAPITAL OUTLAY						
Machinery & Equipment		3,955	5,250			
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ 3,955</i>	<i>\$ 5,250</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
TOTAL EXPENSES	\$ 284,309	\$ 318,042	\$ 310,424	\$ 306,604	\$ 307,322	\$ 308,314

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Equipment Operator	1	1	0	0	0	0
Heavy Equipment Operator	0	0	1	1	1	1
Maintenance Worker	1	1	1	1	1	1
<i>Total Full Time Employees</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>
<i>Part-time Employees</i>						
Sidewalk Project Manager	0	0	1	1	1	1
DIVISION TOTAL	2	2	3	3	3	3

Public Works – Public Properties

The Public Properties Division has the functions of maintaining all City-owned grounds, which includes landscapes, greenways, parks and right-of-ways. This division is also responsible for tree planting and tree maintenance.

Goals and Objectives:

Goal: Train tree trimmers in safety and proper trimming techniques.

Objective: Provide training for proper tree trimming techniques and general safety practices.
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Goal: Ensure that the City retains its National Arbor Society's Tree City USA status.

Objective: Work with outside agencies such as DERM on the annual Adopt A Tree Program.

Objective: Provide assistance to residents in maintaining the tree canopy and administering the tree mitigation policy.
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Objective: Access the tree trimming contract to reduce the backlog of tree trimming requirements for the in-house work force.
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PUBLIC WORKS DEPARTMENT
Public Properties Division - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ 285,109	\$ 258,334	\$ 313,970	\$ 346,384	\$ 346,384	\$ 346,384
Part Time Year Round	22,119	42,919	43,000	35,000	35,000	35,000
Overtime	3,965	3,203	8,100	\$7,500	\$7,500	\$7,500
Payroll Taxes	26,873	21,459	27,652	26,686	26,686	26,686
Pension & Retirement	9,299	3,805		7,078	7,078	
Health Insurance	44,994	36,034	46,120	30,372	30,372	49,995
Workers' Compensation	19,704	20,647	38,934	25,926	25,926	25,926
<i>Total Personnel Costs</i>	<i>\$412,063</i>	<i>\$386,401</i>	<i>\$477,776</i>	<i>\$ 478,945</i>	<i>\$ 478,945</i>	<i>\$ 491,491</i>
OPERATING						
Contractual Services	42,482	16,947	18,205	15,000	15,000	15,000
Travel & Related Costs	149					
Utility Services	61,193	53,598	70,500	65,000	65,000	65,000
Repairs & Maintenance	(454)	1,697				
Rentals & Lease	150	3,111	6,150	6,000	6,000	6,000
Operating Supplies	81,038	61,490	99,313	90,000	90,000	90,000
Training & Education	599	1,376	2,950	2,950	2,950	2,950
ISF: Liability Insurance	21,792	23,283	24,169	26,865	26,865	26,865
ISF: Fleet Maintenance	47,953	83,567	35,930	66,534	66,534	66,534
ISF: Computers/Communications	13,571	19,640	17,220	18,900	18,900	18,900
<i>Total Operating Costs</i>	<i>\$268,473</i>	<i>\$264,709</i>	<i>\$274,437</i>	<i>\$291,249</i>	<i>\$291,249</i>	<i>\$291,249</i>
CAPITAL OUTLAY						
Machinery & Equipment		1,203	30,000			
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$1,203</i>	<i>\$30,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
TOTAL EXPENSES	\$680,536	\$652,313	\$782,213	\$770,195	\$770,195	\$782,740

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Parks Maintenance Foreman	1	1	1	1	1	1
Equipment Operator	3	3	1	1	1	1
Maintenance Worker I	7	7	8	8	8	8
Heavy Equipment Operator	1	1	0	0	0	0
Arborist	1	1	0	0	0	0
Tree Trimmer	3	3	3	3	3	3
<i>Total Full Time Employees</i>	<i>16</i>	<i>16</i>	<i>13</i>	<i>13</i>	<i>13</i>	<i>13</i>
<i>Part-time Employees</i>						
Maintenance Workers	8	8	8	8	8	8
<i>Total Part-time employees</i>	<i>8</i>	<i>8</i>	<i>8</i>	<i>8</i>	<i>8</i>	<i>8</i>
DIVISION TOTAL	24	24	21	21	21	21

Public Works - Building Maintenance

The Building Maintenance Division is a one (1) person operation whose responsibility is to maintain all buildings and various signs, monuments and park benches that are owned by the City. These functions include general carpentry repairs, painting, minor alterations and other miscellaneous activities.

Goal: Develop specifications for contracted services for larger repair and renovation projects

<p>Objective: Have a contractor on bid to execute general building maintenance projects in a timely manner. This contract will be used to augment our in-house work force.</p>

PUBLIC WORKS DEPARTMENT
Building Maintenance Division - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ 41,828	\$ 42,153	\$ 37,917	\$ 40,304	\$ 40,304	\$ 40,304
Part Time Year Round		1,167				
Overtime	223	130	250	250	250	250
Payroll Taxes	3,277	3,353	2,920	3,102	3,102	3,102
Pension & Retirement	1,303	558		811	811	
Health Insurance	3,060	2,928	3,591	2,410	2,410	3,920
Workers' Compensation	1,095	1,147	2,163	1,951	1,951	1,951
<i>Total Personnel Costs</i>	<i>\$ 50,786</i>	<i>\$ 51,436</i>	<i>\$ 46,841</i>	<i>\$ 48,828</i>	<i>\$ 48,828</i>	<i>\$ 49,527</i>
OPERATING						
Professional Services						
Contractual Services	39,436	37,535	58,489	55,000	55,000	55,000
Utility Services	8,581	13,962	10,560	14,000	14,000	14,000
Repairs & Maintenance	27,959	15,764	57,051	50,000	50,000	50,000
Rentals & Lease			400			
Operating Supplies	12,991	13,713	12,634	10,000	10,000	10,000
ISF: Liability Insurance	1,122	1,216	1,244	1,383	1,383	1,383
ISF: Fleet Maintenance	3,809	6,637	5,263	4,171	4,171	4,171
ISF: Computers/Communications	2,030	2,533	2,576	2,849	2,849	2,849
<i>Total Operating Costs</i>	<i>\$ 95,928</i>	<i>\$ 91,360</i>	<i>\$ 148,217</i>	<i>\$ 137,403</i>	<i>\$ 137,403</i>	<i>\$ 137,403</i>
CAPITAL OUTLAY						
Buildings	9,269		40,000			
<i>Total Capital Outlay</i>	<i>\$ 9,269</i>	<i>\$ -</i>	<i>\$ 40,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
TOTAL EXPENSES	\$155,983	\$142,796	\$235,058	\$186,231	\$186,231	\$186,930

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Building Maintenance Crew Leader	1	1	1	1	1	1
Building Maintenance Worker	0	0	0	0	0	0
DIVISION TOTAL	1	1	1	1	1	1

Parks and Recreation Department

Mission Statement

The City of Miami Springs Parks and Recreation Department will enhance the quality of life for residents of the City of Miami Springs by providing safe and attractive parks, recreational areas and activities that are accessible to all members of the community.

Parks and Recreation - Administration

The Parks and Recreation Department is divided into four major program series – Administration, Aquatics, Tennis and Parks Maintenance.

The Administration Division is responsible for planning and scheduling all of the recreational activities and facilities within the City of Miami Springs, including athletics and special events. The division serves as a community resource for all sports and recreational activities of the City, including cooperative relationships with all local youth sports groups.

Goals and Objectives:

Goal: Provide opportunities for residents to improve their social, mental and physical wellbeing through participation in a variety of recreational activities.

Objective: Conduct cooperative youth sports programs, including the following sports: soccer, basketball, baseball, football and street hockey.

Objective: Provide additional "non-athletic" youth programs and increase participation in the Teen Program at the Recreation Center.

Objective: Promote regular Family Nights on the Circle, providing various types of free entertainment.

Objective: Organize and promote adult activities - such as themed outings, social events and gatherings.

Objective: Organize and promote additional adult-oriented programs – such as basketball and volleyball programs.

Objective: Continue to provide traditional City-wide special events – such as Easter Egg Hunt, Halloween Costume Contest, Christmas at the Gazebo, etc.

RECREATION DEPARTMENT
Administration Division - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	Amended FY 2001-02	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ 147,892	\$ 189,623	\$ 215,561	\$ 159,252	\$ 159,252	\$ 201,354
Part Time Year Round	88,981	99,918	93,877	94,000	94,000	94,000
Overtime	19	94				
Seasonal Emp	28,313	41,532	54,942	55,700	55,700	55,700
Payroll Taxes	27,782	15,676	25,848	23,635	23,635	26,281
Pension & Retirement	5,316	2,504		4,772	4,772	
Health Insurance	16,795	7,700	14,003	13,845	13,845	22,105
Workers' Compensation	5,473	5,735	10,815	9,259	9,259	9,259
<i>Total Personnel Costs</i>	<i>\$ 320,571</i>	<i>\$ 362,782</i>	<i>\$ 415,046</i>	<i>\$ 360,463</i>	<i>\$ 360,463</i>	<i>\$ 408,699</i>
OPERATING						
Professional Services	493					
Contractual Services	62,718	42,807	66,150	54,000	54,000	54,000
Travel & Related Costs	1,530	3,171	5,200	5,000	5,000	5,000
Communications & Freight	443	2,421	2,600	500	500	500
Utility Services	5,645	11,667	6,000	7,000	7,000	7,000
Repairs & Maintenance	16,526	15,744	26,521	22,000	22,000	22,000
Rentals & Lease		2,079	1,500	1,500	1,500	1,500
Printing & Binding	23	129	1,000	1,500	1,500	1,500
Advertising & Promotions	2,715	2,797	5,000	5,000	5,000	5,000
Office Supplies	179	337	2,000	1,800	1,800	
Operating Supplies	36,192	40,320	42,107	45,000	45,000	42,000
Dues, Memberships & Subsc.	780	728	765	800	800	800
Training & Education	103	210	900	500	500	500
ISF: Liability Insurance	40,976	43,778	45,446	50,516	50,516	50,516
ISF: Fleet Maintenance	18,177	31,677	22,054	33,936	33,936	33,936
ISF: Computers/Communications	17,150	24,818	21,763	25,040	25,040	25,040
<i>Total Operating Costs</i>	<i>\$ 203,650</i>	<i>\$ 222,683</i>	<i>\$ 249,006</i>	<i>\$ 254,092</i>	<i>\$ 254,092</i>	<i>\$ 249,292</i>
CAPITAL OUTLAY						
Improvements Other than Bldg		19,859				
Machinery & Equipment	1,250	18,322				
<i>Total Capital Outlay</i>	<i>\$ 1,250</i>	<i>\$ 38,181</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
TOTAL EXPENSES	\$ 525,471	\$ 623,646	\$ 664,052	\$ 614,555	\$ 614,555	\$ 657,991

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Recreation & Parks Director	1	1	1	1	1	1
Recreation & Parks Assistant Director	1	1	1	1	1	1
Administrative Assistant I	1	1	1	0	0	0
Administrative Assistant III	0	0	1	1	1	1
Athletic Coordinator	0	0	0	0	0	0
Day Care Coordinator	1	1	0	0	0	0
Day Care Leader I	1	1	0	0	0	0
Equipment Operator	1	1	0	0	0	0
Recreation Specialist	0	0	0	0	0	0.5
Recreation Specialist	1	1	1	0	0	0.5
<i>Total of Full-Time Employees</i>	<i>7</i>	<i>7</i>	<i>5</i>	<i>3</i>	<i>3</i>	<i>4</i>
<i>Part time Employees</i>						
Recreation Leader (seasonal)	38	38	38	20	20	20
Recreation Leader (year-round)	19	19	19	18	18	18
Day Care Leaders	2	2	4	0	0	0
Bus Driver	1	1	1	1	1	1
<i>Total of Part time employees</i>	<i>60</i>	<i>60</i>	<i>62</i>	<i>39</i>	<i>39</i>	<i>39</i>
DIVISION TOTAL	67	67	67	42	42	43

Recreation - Aquatics

The Aquatics Division operates and maintains the Miami Springs Municipal Pool, a 50 meter, 349,000 gallon pool that is staffed by American Red Cross certified lifeguards and instructors and supervised by a state licensed swimming pool operator. The pool is open year round to serve the community, and it serves as the home for the Miami Springs High School swim and water polo teams, as well as the Miami Springs Aquatic Club.

Goals and Objectives:

Goal: Increase pool usage by a minimum of 10% over 2001-02 attendance levels.

Objective: Increase marketing efforts to Miami-Dade County high school swim teams for additional swim meets.

Objective: Offer additional family-oriented activities during "open swim" sessions.

Objective: Market the pool to year round after school programs located within Miami Springs and S.W. Hialeah.

Goal: Improve part-time staff retention rate.

Objective: Offer starting wages that are competitive with other area municipalities.

Objective: Provide incentives for employees to attain additional training – such as W.S.I. and other instructor's credentials.

RECREATION DEPARTMENT
Aquatics Division - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$34,317	\$38,000	\$42,316	\$42,316	\$44,197	\$44,197
Part Time Year Round	5,582	17,576	44,000	37,400	46,300	34,000
Seasonal Emp	42,694	34,550	48,500	48,000	50,800	43,500
Payroll Taxes	6,106	6,615	10,313	10,313	10,809	9,220
Pension & Retirement	1,233	567			2,826	
Health Insurance	3,086	2,933	3,630	3,630	3,844	3,720
Workers' Compensation	4,379	4,588	2,163	2,163	1,852	1,852
<i>Total Personnel Costs</i>	<i>\$ 97,397</i>	<i>\$ 104,829</i>	<i>\$ 150,922</i>	<i>\$ 143,822</i>	<i>\$ 160,628</i>	<i>\$ 136,489</i>
OPERATING						
Contractual Services	20					
Travel & Related Costs			400	400	400	400
Communications & Freight			300	300	300	300
Utility Services	19,647	38,169	29,500	33,300	32,000	32,000
Repairs & Maintenance	5,146	4,225	18,000	11,800	13,500	13,500
Rentals & Lease		267	1,200	500	750	750
Printing & Binding			200			
Advertising & Promotions			1,000	1,000	1,000	1,000
Office Supplies	(34)		500	250	300	
Operating Supplies	19,876	17,147	27,500	26,600	27,000	27,000
Dues, Memberships & Subsc.		515	330	300	300	300
Training & Education			300	200	300	300
ISF: Liability Insurance	5,465	9,007	6,061		6,738	6,738
ISF: Computers/Communications	4,022	5,019	5,104		5,697	5,697
<i>Total Operating Costs</i>	<i>\$ 54,142</i>	<i>\$ 74,349</i>	<i>\$ 90,395</i>	<i>\$ 74,650</i>	<i>\$ 88,285</i>	<i>\$ 87,985</i>
CAPITAL OUTLAY						
Improvements Other than Bldg		17,305				
Machinery & Equipment			8,000	7,000	2,000	2,000
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ 17,305</i>	<i>\$ 8,000</i>	<i>\$ 7,000</i>	<i>\$ 2,000</i>	<i>\$ 2,000</i>
TOTAL EXPENSES	\$ 151,539	\$ 196,483	\$ 249,317	\$ 225,472	\$ 250,913	\$ 226,474

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Aquatic Program Coordinator	0	1	1	1	1	1
Recreation Program Coordinator	0	0	0	0	0	0
<i>Total Full-time employees</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
<u><i>Part-time Employees</i></u>						
Cashier	3	3	3	0	0	0
Concession Attendants	0	0	0	3	3	3
Lifeguard (Seasonal)	16	16	16	11	11	11
Lifeguard (year round)	0	0	0	5	5	5
<i>Total Part-time employees</i>	<i>19</i>	<i>19</i>	<i>19</i>	<i>19</i>	<i>19</i>	<i>19</i>
DIVISION TOTAL	19	20	20	20	20	20

Recreation - Tennis

The **Tennis Division** provides well-maintained tennis and racquetball courts that are available for all age levels and playing abilities. The five tennis courts and two racquetball courts are also lighted for nighttime play. The Division provides pro shop services, organizes and promotes a variety of clinics, lessons and tournaments and hosts the Miami Springs High School Tennis Team's home matches.

Goals and Objectives:

Goal: To generate savings of approximately \$60,000 through the reduction and/or elimination of services at the Tennis Center.

Objective: Eliminate all full-time salaries and a minimum of 50% of current part-time salaries through automating existing operations.

Objective: Automate court entry and court lighting systems to decrease staffing requirements.

Objective: Eliminate "Pro Shop" resale operations.

Objective: Reduce funding for Repair & Maintenance and Operating Supplies.

Goal: To establish a multi-court Tennis and Racquetball Center at the Miami Springs Country Club.

Objective: Utilize savings accomplished as a result of re-structuring the Tennis Center operations to leverage funding for the construction of courts at the Country Club.

RECREATION DEPARTMENT
Tennis Division - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$31,886	\$34,624	\$35,600			
Part Time Year Round	13,267	15,696	19,500	\$ 15,900	\$ 14,100	\$ 14,100
Payroll Taxes	3,454	3,778	4,215	1,216	1,079	1,079
Pension & Retirement	1,065	487				
Health Insurance	3,434	3,330	3,520	3,560		
Workers' Compensation	1,542	1,721	2,163			
<i>Total Personnel Costs</i>	<i>\$ 54,648</i>	<i>\$ 59,636</i>	<i>\$ 64,998</i>	<i>\$ 20,676</i>	<i>\$ 15,179</i>	<i>\$ 15,179</i>
OPERATING						
Communications & Freight		30	700	500		
Utility Services	3,311	4,699	4,500	4,500		
Repairs & Maintenance		442	13,500	7,500	3,000	3,000
Office Supplies			200	200		
Operating Supplies	5,348	8,312	8,027	8,000	2,000	2,000
Dues, Memberships & Subsc.			420	400		
ISF: Liability Insurance	2,983	3,669	3,309	3,678		
ISF: Computers/Communications	1,449	1,808	1,838	2,052		
<i>Total Operating Costs</i>	<i>\$ 13,091</i>	<i>\$ 18,960</i>	<i>\$ 32,494</i>	<i>\$ 26,830</i>	<i>\$ 5,000</i>	<i>\$ 5,000</i>
CAPITAL OUTLAY						
Improvements Other than Bldg		\$2,750			\$10,000	\$10,000
Machinery & Equipment		5,980				
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ 8,730</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 10,000</i>	<i>\$ 10,000</i>
TOTAL EXPENSES	\$67,739	\$87,326	\$97,492	\$47,506	\$30,179	\$30,179

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Recreation Program Coordinator	0	0	1	1	0	0
<i>Total Full-time employees</i>	<i>0</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>0</i>	<i>0</i>
<u><i>Part time employees</i></u>						
Tennis Aides	3	3	3	0	0	0
Recreation Leader (year-round)	0	0	0	3	3	3
<i>Total Part-time employees</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>
DIVISION TOTAL	3	3	3	4	3	3

Parks Maintenance Division - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ -	\$ -	\$ 40,307	\$ 48,840	\$ 72,519	\$ 72,519
Part Time Year Round			13,000	11,000	11,000	11,000
Payroll Taxes			5,072	4,578	6,389	6,389
Pension & Retirement				1,197	1,670	
Health Insurance			2,500	4,820	4,820	7,220
Workers' Compensation			4,326	3,704	3,704	3,704
<i>Total Personnel Costs</i>	\$ -	\$ -	\$ 65,205	\$ 74,139	\$ 100,102	\$ 100,832
OPERATING						
Communications & Freight			500	500	500	500
Repairs & Maintenance			45,000	30,000	30,000	30,000
Rentals & Lease			500	500	500	500
Operating Supplies			22,500	20,000	20,000	20,000
Dues, Memberships & Subsc.			200	200	200	200
Training & Education			200	200	200	200
ISF: Liability Insurance			3,309	1,500	1,500	1,500
ISF: Fleet Maintenance				4,171	4,171	4,171
ISF: Computers/Communications			738	468	468	468
<i>Total Operating Costs</i>	\$ -	\$ -	\$ 72,947	\$ 57,539	\$ 57,539	\$ 57,539
CAPITAL OUTLAY						
Improvements Other than Bldg						
Machinery & Equipment				8,000	8,000	8,000
<i>Total Capital Outlay</i>	\$ -	\$ -	\$ -	\$ 8,000	\$ 8,000	\$ 8,000
TOTAL EXPENSES	\$ -	\$ -	\$ 138,152	\$ 139,678	\$ 165,641	\$ 166,371

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Maintenance Worker I	0	0	2	2	2	3
<i>Total Full-time employees</i>	0	0	2	2	2	3
<i>Part time employees</i>						
Maintenance Worker I	0	0	1	1	1	1
<i>Total Part-time employees</i>	0	0	1	1	1	1
DIVISION TOTAL	0	0	3	3	3	4

Non-Departmental

Non-Departmental - Unclassified

This Department/Division represents a group of line-item accounts associated with general, city wide accounting transactions. Services provided to other agencies, which benefit all components and facets of the city, are recorded into this department. Additionally, costs, such as bank fees and bad debts, which are accounting-related, have an affect on the income statement, but do not necessarily relate to a specific function, are reported in this set of accounts.

It also accounts for transfers to alternate funds including capital projects, special projects, hurricane funds and other specialized funds. Accumulated leave settlements is an account used to record the disbursement of leave for employees separating from the City.

The City's general contingency and reserve accounts are reported in this department.

UNCLASSIFIED/NON-DEPARTMENT ACCOUNTS
Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ 42,171				\$ 12,500	\$ 12,500
Payroll Taxes	13					
Pension & Retirement	6					
Health Insurance	28					
Unemployment Compensation		3,323	1,000	5,200	5,200	5,200
<i>Total Personnel Costs</i>	<i>\$ 42,218</i>	<i>\$ 3,323</i>	<i>\$ 1,000</i>	<i>\$ 5,200</i>	<i>\$ 17,700</i>	<i>\$ 17,700</i>
OPERATING						
Professional Services	1,798	15,205	8,250	136,500	136,500	109,500
Contractual Services	2,000	14,803	27,298	27,500	10,000	10,000
Communications & Freight	3,985					
Utility Services			3,400			
Contingency	229,237	2,261	401,047	400,000	718,389	399,034
Downtown Revitalization	23,000		100,000	20,000		
Repairs & Maintenance	754		1,500	6,000	2,500	2,500
Rentals & Leases		10,104	43,090	9,500	9,500	9,500
Printing & Binding		1,828	5,000	20,000	5,000	5,000
Advertising & Promotions	12,149	25,795	20,557	20,557	75,000	75,000
Bank Fees & Bad Debt	10,418	8,334				
Office Supplies	680		800	800		
Operating Supplies	927	1,381	9,785	9,785	9,000	9,000
Recreational Activities	3,291					
Accumulated Leave Settlement			92,300			
Other Current Charges	18,584	5,271	6,000	2,500	2,500	2,500
Taxes and Fees	5,075					
<i>Total Operating Costs</i>	<i>\$ 311,898</i>	<i>\$ 84,982</i>	<i>\$ 719,027</i>	<i>\$ 653,142</i>	<i>\$ 968,389</i>	<i>\$ 622,034</i>
CAPITAL OUTLAY						
Improvements Other than Bldg		\$10,320				
Machinery & Equipment		140,999				
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ 151,319</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
Reserve for Golf Course Operations		100,000				200,000
TOTAL EXPENSES	\$ 354,116	\$ 339,624	\$ 720,027	\$ 658,342	\$ 986,089	\$ 839,734

SPECIAL REVENUE FUNDS

Excise Tax Fund

The Excise Tax Fund is a special revenue fund established and used to account for all revenue receipts imposed by special legislation for services and utilities provided within the jurisdiction of the City of Miami Springs. These fees include franchise fees and public service taxes (PSTs) levied on electricity, telecommunications, cable television, gas and commercial garbage haulers.

Additional public service taxes are levied on the previously mentioned services as well as gas related services. Fees and taxes range from 10.5% of gross sales for gas services to 12% of gross sales for all other items. Franchise fees provide various utility services the right to provide services and do business in the City - while public service taxes are passed through to the user for the right to use those services.

This fund is used solely to account for revenues with no corresponding expenditures. The funds are transferred from the excise tax fund to the user funds including the general and sewer operations fund.

Budget Highlights

Public Service taxes are pledged as an alternate revenue source for purposes of meeting the City's Revenue Obligation Bond - Utility Systems Revenue Refunding and Improvement Bond-Series 1998.

Fees and taxes on gross sales for gas service have been raised to 10.5% from 7.5% and 12% from 10% on gross sales on all other items.

FINANCE DEPARTMENT
Special Revenue Fund - Excise Tax Proceeds

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
<i>Total Personnel Costs</i>	\$0	\$0	\$0	\$0	\$0	\$0
OPERATING						
<i>Total Operating Costs</i>	\$0	\$0	\$0	\$0	\$0	\$0
Interfund Transfers Out	1,674,675	1,624,750	1,700,000	1,750,000	1,880,000	1,880,000
TOTAL EXPENSES	\$ 1,674,675	\$ 1,624,750	\$ 1,700,000	\$ 1,750,000	\$ 1,880,000	\$ 1,880,000

Local Option Gas Tax Fund

The Local Option Gas Tax Fund is used to account for all revenues and expenditures related to the collection, disbursement and use of the Local Option Gas Tax proceeds. There are two parts to the tax: (a) the six-cent sales tax on all petroleum-based products sold throughout the county and allocated using a complex formula of road and sidewalk miles, gross sales and other items; (b) the allocated proceeds of the additional two cents charged on top of all petroleum based products and gasoline in the county.

Goals and Objectives:

Goal: Continue to identify sidewalks in disrepair.

Objectives: Replace sidewalks in disrepair.

Goal: Expand and beautify business districts' sidewalks to promote pedestrian traffic.

Objectives: Develop a plan to expand sidewalks and construct streetscapes incrementally.

PUBLIC WORKS DEPARTMENT
Street, Sidewalk and Right-of-Way Renovations
Local Option Gas Tax Proceeds

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
OPERATING						
Contractual Services	\$ 229,186	\$ 471,859	\$ 429,991	\$ 429,991	\$ 409,857	\$ 409,857
Repairs & Maintenance		6,168	10,000			
Road Materials/Supplies	23,078	9,445	36,000	36,000		
Other Miscellaneous Costs	17,527	11,137				
Operating Supplies			5,000			
<i>Total Operating Costs</i>	\$ 269,791	\$ 498,609	\$ 480,991	\$ 465,991	\$ 409,857	\$ 409,857
CAPITAL OUTLAY						
Improvements Other than Bldg		2,000				
Machinery & Equipment		8,115				
<i>Total Capital Outlay</i>	\$ -	\$ 10,115	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENSES	\$ 269,791	\$ 508,724	\$ 480,991	\$ 465,991	\$ 409,857	\$ 409,857

Senior Center

The City of Miami Springs Senior Center has continued to be an essential part of this community's continuum of care by assisting older residents, who are 60 years and older, to maximize opportunities for self-sufficiency and personal independence. The provision of a full range of community-based services through this department's existing comprehensive and coordinated system is in keeping with planned area and statewide goals to improve, maintain and enhance the quality of life for older persons of our community. Through ongoing management, evaluation, assessment, supervision and reporting of planned objectives over the past twenty-four years, the City's department has provided, and will continue to provide, high quality services. These services include: congregate meals; home-delivered meals for home bound elderly; nutrition education and diet counseling; screening and assessment; information and referral assistance; adult education presentations and classes; health support activities; transportation; shopping assistance; as well as recreational and social activities.

Funding for the department is provided through: City funds, OAA Title III B, III C-1, III C-2 annual grant awards; USDA cash-in-lieu of commodities reimbursement; participant and private donations; and other grant awards. As a recipient of federal, state, and City of Miami Springs funds, this department must comply with all rules, regulations and reporting requirements as dictated by: the Older Americans' Act of 1965, as amended; the state of Florida Department of Elder Affairs; The United States Department of Agriculture; the City of Miami Springs' Code of Ordinances; and other applicable regulatory statutes.

Goals and Objectives:

Goal: To promote better health through improved nutrition, reduce the isolation of old age through socialization, and offer older citizens the opportunity to live their remaining years with dignity.

Objective:	Provide 25,300 nutritionally balanced, congregate lunch meals to eligible persons, particularly those in greatest economic and social need.
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Goal: To provide health support activities to assist older persons in securing and utilizing necessary medical treatment as well as preventive, emergency and health maintenance services.

Objective:	(1) Provide health screenings and illness prevention programs to detect or prevent illness or worsening of chronic conditions on an ongoing basis. (2) a registered nurse will provide monthly consulting services, blood pressure screenings and individual counseling on hypertension.
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Goal: To assure the continued local mobility of older residents who are transportationally disadvantaged.

Objective:	Provide travel assistance to and from the senior center, client's residence, local doctor offices, grocery store, post office, bank, and area malls and attractions.
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SENIOR CENTER DEPARTMENT
Senior Center Special Revenue Fund Expenditures
Consolidated to represent all funding sources

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$47,967	\$48,934	\$49,592	\$58,157	\$58,157	\$58,157
Part Time Year Round	33,391	33,756	38,434	40,917	40,917	40,917
Payroll Taxes	6,225	5,697	6,459	7,579	7,579	7,579
Pension & Retirement	1,255	1,780	1,942	1,163	1,163	
Health Insurance	4,743	4,138	3,750	6,391	6,391	7,554
Workers' Compensation		1,095	3,441	5,556	5,556	5,556
<i>Total Personnel Costs</i>	<i>\$ 93,581</i>	<i>\$ 95,400</i>	<i>\$ 103,618</i>	<i>\$ 119,762</i>	<i>\$ 119,762</i>	<i>\$ 119,762</i>
OPERATING						
Professional Services	1,408	2,500	4,996	5,436	5,436	5,436
Contractual Services	5,578	8,368	8,786	12,000	12,000	12,000
Travel & Related Costs	818	84	850	850	850	850
Utility Services	6,782	5,934	5,238	7,893	7,893	7,893
Repairs & Maintenance	116	477	1,800	5,200	5,200	5,200
Rentals & Lease	834	1,436	1,500	1,400	1,400	1,400
Printing & Binding	637					
Advertising & Promotions	255	184	400	500	500	500
Office Supplies	215	180	558	250	250	250
Operating Supplies	93,152	71,153	120,322	105,800	105,800	105,800
Dues, Memberships & Subsc.	135	65	130	300	300	300
Training & Education	75		150	150	150	150
ISF: Liability Insurance	2,557	4,845	5,176	5,973	5,973	5,973
ISF: Fleet Maintenance	4,764	3,809	4,558	4,485	4,485	4,485
ISF: Computers/Communications	4,207	4,312	5,381	6,095	6,095	6,095
<i>Total Operating Costs</i>	<i>\$ 121,533</i>	<i>\$ 103,347</i>	<i>\$ 159,845</i>	<i>\$ 156,332</i>	<i>\$ 156,332</i>	<i>\$ 156,332</i>
CAPITAL OUTLAY						
Vehicles			57,188			
Machinery & Equipment				17,900	17,900	17,900
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 57,188</i>	<i>\$ 17,900</i>	<i>\$ 17,900</i>	<i>\$ 17,900</i>
TOTAL EXPENSES	\$ 215,114	\$ 198,747	\$ 320,651	\$ 293,994	\$ 293,994	\$ 293,994

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Social Services Director	1	1	1	1	1	1
<i>Part-time Employee:</i>						
Food Server	3	3	3	3	3	3
Outreach Worker	1	1	1	1	1	1
Van Driver	1	1	1	1	1	1
Bus Driver	1	1	1	1	1	1
<i>Sub-total: Part-time employees</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>6</i>
DEPARTMENT TOTAL	7	7	7	7	7	7

ENTERPRISE FUNDS

Water Fund

The Water Operations of the Public Works Department is a self-supporting operation engaged in the day-to-day operation of the City water system. It services over 4,500 metered locations and ensures that the residents and owners receive potable water through the City's pipelines. Water is purchased on a wholesale basis from the Miami-Dade County Water and Sewer Department (WASAD).

The operation is responsible for maintaining all City-owned lines in good operating condition to deliver uninterrupted water service to our customers. The system is over 30 years old, and an aggressive capital program of replacing water lines on a prioritized schedule is being followed.

The City works with WASAD to monitor the water and ensure that the water quality is maintained at the highest levels for good health and safety.

Goals and Objectives:

Goal: To provide cost-effective water and meter service to the City in an efficient and courteous manner.

Objective: Train Division employees in new techniques and materials used for the maintenance and replacement of water service systems.

Objective: Provide basic customer service training to Division employees, who have contact with residents and business owners.

Goal: Continue an aggressive program of replacing calcified and leaking lines.

Objective: Replace approximately 2,000 lineal feet of water line per year.

Goal: Develop and implement a planned maintenance program.

Objective: Locate and exercise shutoff valves and mark locations on the water atlas.

Objective: Locate and flush fire hydrants and mark locations on the water atlas.

Objective: Load valve and hydrant data in the HTE work order system for automated work order generation.

PUBLIC WORKS DEPARTMENT
Water Operations - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ 141,475	\$ 158,889	\$ 208,144	\$ 204,892	\$ 204,892	\$ 204,892
Part Time Year Round	10,256	19,259	18,900	18,000	18,000	12,000
Overtime	3,438	16,389	8,500	6,500	6,500	6,500
Payroll Taxes	12,755	16,570	17,445	20,966	20,966	20,507
Pension & Retirement	6,543	4,669	1,000	5,481	5,481	
Health Insurance	22,789	13,015	14,200	17,400	17,400	22,761
Leased Employees	14,594	37,469	48,750	44,679	44,679	44,679
Workers' Compensation		6,882	12,978	9,259	9,259	9,259
<i>Total Personnel Costs</i>	<i>\$ 211,850</i>	<i>\$ 273,142</i>	<i>\$ 329,917</i>	<i>\$ 327,178</i>	<i>\$ 327,178</i>	<i>\$ 320,599</i>
OPERATING						
Professional Services & Audit Fees	14,983	18,634	46,324	30,000	30,000	25,000
Contractual Services	34,313	39,427	77,333	50,000	50,000	45,000
Contingencies	9,454		6,000	20,000	20,000	20,000
Travel & Related Costs		(750)				
Communications & Freight		34				
Utility Services	609,007	565,322	584,000	584,000	584,000	584,000
Repairs & Maintenance	5,724	15,983	16,275	16,000	16,000	16,000
Rentals & Lease	831	6,204	2,000			
Printing & Binding	13	117	500	500	500	500
Credit Card Fees		1,757	1,800	1,800	1,800	1,800
Advertising & Promotions	200					
Operating Supplies	60,719	85,227	95,350	66,000	66,000	60,000
Training & Education	418	588	2,000	2,000	2,000	2,000
Depreciation (non cash)	21,206	18,589	40,000	30,000	30,000	30,000
Bad Debt Expense	7,480	118	2,500			
ISF: Liability Insurance	5,359	5,725	6,108	6,790	6,790	6,790
ISF: Fleet Maintenance	9,694	13,723	13,396	11,417	11,417	11,417
ISF: Computers/Communications	3,155	3,790	5,003	4,442	4,442	4,442
<i>Total Operating Costs</i>	<i>\$ 782,556</i>	<i>\$ 774,488</i>	<i>\$ 898,589</i>	<i>\$ 822,948</i>	<i>\$ 822,948</i>	<i>\$ 806,948</i>
CAPITAL OUTLAY						
Improvements Other than Bldg		22,000	55,000	100,000	100,000	100,000
Machinery & Equipment			8,000			
<i>Total Capital Outlay</i>	<i>\$ -</i>	<i>\$ 22,000</i>	<i>\$ 63,000</i>	<i>\$ 100,000</i>	<i>\$ 100,000</i>	<i>\$ 100,000</i>
Management Fee to Gen. Fund	200,000	200,000	200,000	200,000	200,000	200,000
Bond Principle & Interest			208,306	208,306	208,306	208,306
TOTAL EXPENSES	\$ 1,194,406	\$ 1,269,630	\$ 1,699,812	\$ 1,658,432	\$ 1,658,432	\$ 1,635,853

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2001-02 FY 2002-03	FY 2002-03 Adm Req	FY 2002-03 Adopted
Meter Reader	1	1	0	0	0	0
Clerical Assistant I	1	1	1	1	1	1
Utility Service Worker I	3	3	1	1	1	1
Utility Service Worker II	1	1	2	2	2	2
Utility Service Worker III	0	0	1	1	1	1
Operations Supervisor	0	0	0.5	0.5	0.5	0.5
Foreman	0	0	0.5	0.5	0.5	0.5
Heavy Equipment Op.	0	0	0.5	0.5	0.5	0.5
FUND TOTAL	6	6	6.5	6.5	6.5	6.5

Sewer Fund

The Sewer Division of the Public Works Department is a self-supporting operation engaged in the day-to-day operation of the City sewer system. The division services over 45 miles of sewer lines for approximately 4,500 metered customers and is responsible for maintaining all City owned lines in good operating condition to provide uninterrupted service to our customers.

Millions of gallons of effluent are processed through the City's system to the Miami-Dade County Water and Sewer Department's WASAD processing plant. WASAD charges the City a wholesale disposal fee at two different rates – one rate for the dry season and one for the wet season. Disposal costs to the City are roughly three times the cost of purchasing water.

The City works with WASD in meeting health and safety requirements for employees and the general public.

The Sewer Division is also responsible for managing the comprehensive renovation of the system, which is funded primarily by the recently sold *Utility System Revenue Refunding and Improvement Bond - Series 1998*. The sewer system is over 30 years old, and the division is following an aggressive capital program of replacing and restoring lines on a prioritized schedule.

The City should realize significant disposal cost savings with the completion of these repairs.

Goals and Objectives:

Goal: Provide cost-effective sewer service to the City in efficient and courteous manner.

Objective: Train division employees in new techniques and materials used for the maintenance and replacement of sewer systems.

Objective: Provide basic customer service training to division employees, who have contact with residents and business owners.

Goal: Monitor the Sewer Bond Renovation.

Objective: Continue to act as a liaison to engineers and contractors for the ongoing capital construction on the City's sewer system.

Goal: Complete the Sewer Cleanout Location Program.

Objective: Locate the final group of cleanouts that are under driveways or covered over by expensive landscaping.

PUBLIC WORKS DEPARTMENT
Sewer Operations - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ 189,180	\$ 168,761	\$ 206,871	\$ 189,795	\$ 189,795	\$ 189,795
Part Time Year Round	4,060	9,442	6,000			
Overtime	7,778	8,922	11,000	11,000	11,000	11,000
Payroll Taxes	13,921	16,362	18,733	15,361	15,361	15,361
Pension & Retirement	7,217	4,713	1,000	4,016	4,016	
Health Insurance	12,849	13,340	21,750	15,060	15,060	19,076
Leased Employees	36,031	49,369	52,250	44,679	44,679	44,679
Workers' Compensation	5,472	5,735	10,815	9,259	9,259	9,259
Total Personnel Costs	\$ 276,508	\$ 276,644	\$ 328,419	\$ 289,170	\$ 289,170	\$ 289,170
OPERATING						
Professional Services & Audit Fees	12,436	11,555	42,124	32,000	32,000	32,000
Contractual Services	22,684	32,335	32,859	30,000	30,000	30,000
Contingencies	29,277		20,000	20,000	20,000	20,000
Travel & Related Costs	42					
Communications & Freight		182				
Utility Services	2,328,657	2,288,556	2,400,000	2,400,000	2,400,000	2,400,000
Repairs & Maintenance	7,898	6,239	11,375	5,000	5,000	5,000
Rentals & Lease	892	260				
Printing & Binding			1,000	1,000	1,000	1,000
Credit Card Fees	21,603	5,851	4,500	4,500	4,500	4,500
Operating Supplies	30,867	30,292	35,304	35,000	35,000	35,000
Training & Education		199	500	500	500	500
Depreciation (non cash)	316,302	314,956	375,000	325,000	325,000	325,000
Bad Debt Expense		5,994	4,000	4,000	4,000	4,000
ISF: Liability Insurance	7,602	8,123	8,435	9,376	9,376	9,376
ISF: Fleet Maintenance	46,774	71,030	11,172	24,464	24,464	24,464
ISF: Computers/Communications	3,155	3,790	5,526	4,442	4,442	4,442
Total Operating Costs	\$ 2,828,189	\$ 2,779,362	\$ 2,951,795	\$ 2,895,282	\$ 2,895,282	\$ 2,895,282
CAPITAL OUTLAY						
Construction	255,556					
Improvements Other than Bldg		405	399,505	200,000	200,000	200,000
DFOT Loan Payment				80,000	80,000	80,000
Machinery & Equipment			60,564			
Total Capital Outlay	\$ 255,556	\$ 405	\$ 460,069	\$ 280,000	\$ 280,000	\$ 280,000
Bond Interest	362,681	513,225	624,919	544,919	544,919	544,919
Management Fee to Gen. Fund	150,000	150,000	150,000	150,000	150,000	150,000
Total Bond & Management Fee	\$ 512,681	\$ 663,225	\$ 774,919	\$ 694,919	\$ 694,919	\$ 694,919
TOTAL EXPENSES	\$ 3,872,934	\$ 3,719,636	\$ 4,515,202	\$ 4,159,371	\$ 4,159,371	\$ 4,159,372

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Water/Sewer Foreman	1	1	0.5	0.5	0.5	0.5
Master Electrician	1	1	1	1	1	1
Utility Service Worker I	3	3	1	1	1	1
Utility Service Worker II	1	1	2	2	2	2
Utility Service Worker III	0	0	1	1	1	1
Operations Supervisor	0	0	0.5	0.5	0.5	0.5
Foreman	0	0	0	0	0	0
Heavy Equipment Op.	0	0	0.5	0.5	0.5	0.5
FUND TOTAL	6	6	6.5	6.5	6.5	6.5

Sanitation Fund

The Sanitation Division of the Public Works Department is responsible for the collection of all garbage, trash, and other solid waste items from residential properties in the City. Over 12,000 tons are collected and disposed of annually. Over 4,300 customers receive twice-weekly garbage service and weekly trash service.

Goals and Objectives:

Goal: Provide timely and efficient service to all customers.

Objective: Maintain the scheduled routes and level of service.

Goal: Collect special waste collection charges as appropriate.

Objective: Monitor excessive trash piles so that resident will bear the cost of disposal.

Objective: Provide documentation of excessive trash to the Finance Department for collection.

PUBLIC WORKS DEPARTMENT
Sanitation Operations - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ 575,170	\$ 612,892	\$ 490,865	\$ 453,443	\$ 453,443	\$ 453,443
Part Time Year Round		952				
Overtime	3,327	7,849	6,000	6,000	6,000	5,000
Payroll Taxes	45,247	47,860	39,269	38,565	38,565	38,489
Pension & Retirement	18,475	11,762		10,082	10,082	
Health Insurance	51,101	64,847	54,000	36,780	36,780	46,842
Leased Employees	6,792	19,767	52,750	44,679	44,679	44,679
Workers' Compensation	19,518	24,088	32,445	24,074	24,074	24,074
Total Personnel Costs	\$ 719,630	\$ 790,017	\$ 675,329	\$ 613,624	\$ 613,624	\$ 612,528
OPERATING						
Professional Services	55		5,500	5,000	5,000	5,000
Contractual Services	692,025	541,915	626,967	642,000	642,000	635,000
Contingencies			15,000	10,000	10,000	10,000
Communications & Freight	8,536					
Repairs & Maintenance	1,705	700	3,000	1,500	1,500	1,500
Rentals & Lease				87,600	87,600	87,600
Credit Card Fees		2,481	1,000	1,000	1,000	1,000
Operating Supplies	33,277	25,782	32,200	25,000	25,000	25,000
Training & Education			200	200	200	200
Depreciation (non cash)	60,427	26,128	65,000	55,000	55,000	55,000
Bad Debt Expense	38,219	1,038	1,000			
ISF: Liability Insurance	28,758	23,973	37,155	40,739	40,739	40,739
ISF: Fleet Maintenance	205,967	81,845	94,491	80,528	80,528	80,528
ISF: Computers/Communications	2,521	3,114	3,600	3,852	3,852	3,852
Total Operating Costs	\$ 1,071,490	\$ 706,976	\$ 885,113	\$ 952,419	\$ 952,419	\$ 945,419
Debt Service			88,855			
Improvements Other than Bldg						
Machinery & Equipment						
Total Capital Outlay	\$ -	\$ -	\$ 88,855			
Management Fee to Gen. Fund	75,000	75,000	75,000	75,000	75,000	75,000
TOTAL EXPENSES	\$ 1,866,120	\$ 1,571,993	\$ 1,724,297	\$ 1,641,043	\$ 1,641,043	\$ 1,632,947

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Sanitation Foreman	1	1	1	1	1	1
Automated Equipment Operator	4	4	4	6	6	6
Equipment Operator I	3	4	3	0	0	0
Heavy Equipment Operator	0	0	1	0	0	0
Refuse Truck Driver	4	2	3	4	4	4
Refuse Collector	8	7	8	2	2	2
FUND TOTAL	20	18	20	13	13	13

Stormwater Fund

The Stormwater Division of the Public Works Department is a self-supporting operation engaged in the day-to-day operation of the City storm drainage system. The operation includes the installation and maintenance of the system that drains and conveys storm water from the streets and right-of-ways to catch basins and other appropriate points of discharge. A flat monthly fee is charged to the City's metered customers for this service.

The Division performs the functions of removing dirt and debris from drain pipes and drain inlets and outlets. Debris is also removed from ditches, canals, and culverts. Maintenance of the canals requiring routine aquatic weed control is essential for the overall drainage needs of the City.

Goals and Objectives:

Goal: Complete ongoing drainage improvements.

Objective:	Continue to act as the liaison to engineers and contractors for the ongoing capital construction on the City's storm drainage system in Basin 17.
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Objective:	Work with engineers in expediting the RFP for storm drainage improvements in Basin 15.
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Objective:	Coordinate with DERM for any assistance we can provide to the contractor and residents during the dredging of the Melrose Canal.
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Goal: Optimize the capacity of the existing storm drainage system.

Objective:	Continue with a program of systematic storm drainage system cleaning using the JetVac truck.
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PUBLIC WORKS DEPARTMENT
Storm Water Operations - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ 52,557	\$ 57,715	\$ 52,935	\$ 53,015	\$ 53,015	\$ 53,015
Part Time Year Round		340	2,244			
Overtime	227	1,147	2,500	2,500	2,500	1,500
Payroll Taxes	4,023	6,037	4,926	4,247	4,247	4,170
Pension & Retirement	2,080	3,370	1,500	1,110	1,110	
Health Insurance	3,824	4,908	3,826	6,852	6,852	7,942
Leased Employees	6,209	12,199	7,250	13,394	13,394	13,394
Workers' Compensation	1,859	2,294	4,326	3,704	3,704	3,704
Total Personnel Costs	\$ 70,779	\$ 88,010	\$ 79,507	\$ 84,822	\$ 84,822	\$ 83,725
OPERATING						
Professional Services & Audit Fees	47,299	16,293	25,140	25,000	25,000	25,000
Contractual Services	27,610	13,934	35,776	15,000	15,000	15,000
Contingency			49,516	50,000	50,000	50,000
Repairs & Maintenance		265				
Rentals & Lease		3,941	2,500	2,500	2,500	2,500
Credit Card Fees	6,759	448	150	150	150	150
Operating Supplies	7,825	11,178	13,692	8,000	8,000	8,000
Training & Education		10				
Depreciation (non cash)	16,762	26,209	40,000	40,000	40,000	40,000
Bad Debt Expense	19,500					
ISF: Liability Insurance	2,739	2,397	2,489	2,766	2,766	2,766
ISF: Fleet Maintenance	6,349	4,558	5,263	4,485	4,485	4,485
ISF Computers & Communications	1,964	2,416	2,552	2,849	2,849	2,849
Total Operating Costs	\$ 136,807	\$ 81,649	\$ 177,078	\$ 150,750	\$ 150,750	\$ 150,750
Management Fee to Gen. Fund	50,000	50,000				
TOTAL EXPENSES	\$ 257,586	\$ 219,659	\$ 256,585	\$ 235,571	\$ 235,571	\$ 234,475

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Maintenance Worker I	1	1	1	1	1	1
Equipment Operator I	1	1	1	1	1	1
FUND TOTAL	2	2	2	2	2	2

Miami Springs Golf and Country Club

The Golf and Country provides affordable golf and golf related programs and events to the residents, businesses and civic organizations throughout Miami-Dade County. The club also provides a la carte and catered breakfast, lunch and dinner services. Annual prepaid golf memberships are also available, and preferred pricing for golf and golf memberships is extended to residents of the City of Miami Springs.

Goals and Objectives:

Goal: Operate a financially sound golf course through first class customer service, special events and youth programs.

Objectives: (1) Increase the number of rounds played. (2) Increase the average dollar per round.

Objective: Increased resident activity through effective advertising and promotional programs.

Goal: Continue to improve and enhance course playability and turf health through effective mowing, weed control programs, and attention to detail.

Objective: Maintain a minimum staff of nine full-time employees throughout the year.

OFFICE OF THE CITY MANAGER
Golf Course Operations Projected Expenditures
Restaurant

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries			\$219,099	\$290,000	\$290,000	\$ 343,561
Payroll Taxes			26,073	21,000	21,000	24,569
Health Insurance			11,000	12,000	12,000	8,200
Workers' Compensation			12,703	15,000	15,000	4,300
Unemployment Taxes			8,000	15,000	15,000	8,645
<i>Total Personnel Costs</i>	\$ -	\$ -	\$ 276,875	\$ 353,000	\$ 353,000	\$ 389,275
OPERATING						
Audit Fees				2,500	2,500	
Professional Services			38,000	2,000	2,000	34,000
Contractual Services			11,000	12,500	12,500	8,000
Travel & Related Costs			800			
Utility Services			10,500	10,000	10,000	10,000
Repairs & Maintenance			5,000	10,000	10,000	7,000
Rentals & Lease				500	500	500
Printing & Binding				2,500	2,500	500
Advertising & Promotions			7,500	30,000	30,000	30,000
Other Miscellaneous Costs				2,500	2,500	
Office Supplies				1,500	1,500	
Operating Supplies			33,000	30,000	30,000	45,000
Cost of Sales-Food			150,100	105,010	105,010	220,000
Cost of Sales-Alcohol			84,116	42,037	42,037	87,000
Dues, Memberships & Subsc.			1,970			
ISF: Liability Insurance				30,000	30,000	
ISF: Computers/Communications				2,339	2,339	
<i>Total Operating Costs</i>	\$ -	\$ -	\$ 341,986	\$ 283,386	\$ 283,386	\$ 442,000
CAPITAL OUTLAY						
Machinery & Equipment			18,262			
<i>Total Capital Outlay</i>	\$ -	\$ -	\$ 18,262	\$ -	\$ -	\$ -
TOTAL EXPENSES	\$ -	\$ -	\$ 637,123	\$ 636,386	\$ 636,386	\$ 831,275

OFFICE OF THE CITY MANAGER
Golf Course Operations Projected Expenditures
Pro Shop

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries			\$ 171,700	\$ 193,000	\$ 193,000	\$ 188,175
Payroll Taxes			16,635	14,765	14,765	14,764
Health Insurance			12,800	8,200	8,200	8,200
Workers' Compensation			4,365	4,300	4,300	4,300
Unemployment Taxes			3,500	6,300	6,300	4,825
<i>Total Personnel Costs</i>	\$ -	\$ -	\$ 209,000	\$ 226,565	\$ 226,565	\$ 220,264
OPERATING						
Audit Fees				2,500	2,500	
Contractual Services						
Management Fees				66,000	66,000	
Rentals & Lease			44,656	54,000	54,000	49,999
Printing & Binding			2,500			1,500
Advertising & Promotions			15,000	10,000	10,000	10,000
Other Miscellaneous Costs			20,800	5,000	5,000	18,000
Range				8,000	8,000	8,000
Office Supplies				2,000	2,000	0
Operating Supplies			82,500	87,500	87,500	87,500
Dues, Memberships & Subsc.			350	1,500	1,500	1,500
ISF: Liability Insurance				41,661	41,661	
ISF: Computers/Communications				2,339	2,339	
<i>Total Operating Costs</i>	\$ -	\$ -	\$ 165,806	\$ 278,000	\$ 278,000	\$ 176,499
Machinery & Equipment			2,610			
<i>Total Capital Outlay</i>	\$ -	\$ -	\$ 2,610			
TOTAL EXPENSES	\$ -	\$ -	\$ 374,806	\$ 504,565	\$ 504,565	\$ 396,763

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Director Of Golf			1	1	1	1
Golf Professional			2	2	2	2
Shop Manager			1	1	1	1
Starter/Cart Man			2	2	2	2
<i>Total Full-time Employees</i>						
Part-time			4	4	4	4
Ranger			4	4	4	4
Ranger Staff						
<i>Total Part-time Employees</i>						
FUND TOTAL	0	0	14	14	14	14

**Golf Course Operations Projected Expenditures
Maintenance**

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ -	\$ 211,749	\$ 245,000	\$ 250,000	\$ 250,000	\$ 243,750
Overtime						
Payroll Taxes			25,680	19,125	19,125	19,125
Pension & Retirement						
Health Insurance		3,555	6,803	25,000	25,000	25,000
Workers' Compensation			7,349	7,500	7,500	7,500
Unemployment Taxes			8,000	8,000	8,000	6,250
<i>Total Personnel Costs</i>	\$ -	\$ 215,304	\$ 292,832	\$ 309,625	\$ 309,625	\$ 301,625
OPERATING						
Audit Fees						
Professional Services			2,000			
Contractual Services		186,609	15,000	5,000	5,000	5,000
Repairs & Maintenance		82,060	22,000	25,000	25,000	25,000
Rentals & Lease			45,192	46,000	46,000	46,000
Operating Supplies		106,694	110,178	125,000	125,000	125,000
<i>Total Operating Costs</i>	\$ -	\$ 375,363	\$ 194,370	\$ 201,000	\$ 201,000	\$ 201,000
CAPITAL OUTLAY						
Improvements Other than Bldg						
Machinery & Equipment		25,084		30,000	30,000	30,000
<i>Total Capital Outlay</i>	\$ -	\$ 25,084	\$ -	\$ 30,000	\$ 30,000	\$ 30,000
TOTAL EXPENSES	\$ -	\$ 615,751	\$ 487,202	\$ 540,625	\$ 540,625	\$ 532,625

Position Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
Greenskeeper			1	1	1	1
Asst. Greenkeeper			1	1	1	1
Maintenance Staff			9	9	9	9
FUND TOTAL	0	0	11	11	11	11



INTERNAL SERVICE FUNDS

Fleet Maintenance

Mission Statement

It is the mission of the City Fleet Maintenance Department to support all City Departments in completing their objectives by maintaining and repairing all vehicles and equipment in a timely and cost effective manner

Fleet Maintenance Fund

The Fleet Maintenance Division of Public Works is responsible for accounting for maintenance of all City owned vehicles and equipment. Services provided by this division include the routine maintenance of all cars, trucks, vans and equipment operated by the City. Maintenance records are properly maintained on all equipment repaired, replaced or renovated. The division is responsible to ensure that contractual work for new vehicles, which is provided for by the dealer, is performed on a regular basis.

The division is fully responsible for physical counts and storing of all parts, supplies, filters, tires and other vehicle related items. The physical count is submitted to finance on a monthly basis and reconciled to the general ledger and inventory control log in the City's financial reporting system.

Goals and Objectives:

Goal: Provide service and repair to the City's vehicles and equipment in a timely manner so as to ensure adequate fleet availability.

Objective: Reduce vehicle down time by ensuring that vehicle repairs are completed efficiently and timely.

Goal: Ensure that the fleet is mechanically safe, in good repair, and meet or exceeds forecasted life.

Objective: Complete 95% of PMI's by scheduled due date.

PUBLIC WORKS DEPARTMENT
Fleet Maintenance Division - Expenditure Detail

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ 143,009	\$ 144,880	\$ 155,177	\$ 130,011	\$ 130,011	\$ 130,011
Overtime	1,083	2,714	2,000	1,000	1,000	1,000
Payroll Taxes	11,154	11,644	13,824	9,946	9,946	9,946
Pension & Retirement	4,905	2,647		2,600	2,600	
Health Insurance	11,336	13,354	19,319	19,319	19,319	21,919
Leased Employees		3,071	3,764			
Workers' Compensation	3,718	4,588	6,019	7,407	7,407	7,407
<i>Total Personnel Costs</i>	<i>\$ 175,205</i>	<i>\$ 182,898</i>	<i>\$ 200,103</i>	<i>\$ 170,283</i>	<i>\$ 170,283</i>	<i>\$ 170,283</i>
Professional Services		2,500				
Contractual Services	1,494	2,348	2,500	2,500	2,500	2,500
Communications & Freight		549				
Utility Services	10,136	9,331	9,000	9,000	9,000	9,000
Repairs & Maintenance	62,863	69,959	89,144	65,000	65,000	65,000
Rentals & Leases		2,012	4,899	4,800	4,800	4,800
Operating Supplies	83,365	108,751	108,894	100,000	100,000	100,000
Depreciation (non cash)	59,459	128,169	60,000	60,000	60,000	60,000
ISF: Liability Insurance	5,472	4,743	5,131	5,532	5,532	5,532
ISF: Fleet Maintenance	0					
ISF: Computers/Communications	250					
<i>Total Operating Costs</i>	<i>\$ 223,039</i>	<i>\$ 328,362</i>	<i>\$ 279,568</i>	<i>\$ 246,832</i>	<i>\$ 246,832</i>	<i>\$ 246,832</i>
CAPITAL OUTLAY						
Improvements Other than Bldg	23,798					
Machinery & Equipment	(1,486)					
Vehicles	123,602	184,265	407,613	169,400	169,400	169,400
<i>Total Capital Outlay</i>	<i>\$ 145,914</i>	<i>\$ 184,265</i>	<i>\$ 407,613</i>	<i>\$ 169,400</i>	<i>\$ 169,400</i>	<i>\$ 169,400</i>
TOTAL EXPENSES	\$ 544,158	\$ 695,525	\$ 887,284	\$ 586,515	\$ 586,515	\$ 586,515

Risk Management - Insurance Fund

This is an Internal Service Fund assigned to the Finance Department and is used to account for all costs related to the City's Risk Management and Liability Insurance. As an Internal Service Fund, the operating revenues are derived from expenditures located in other funds, departments and divisions, accumulated in the internal service fund until such time as disbursements are made.

The allocation schedule is based upon the number of employees per department, total salaries, and weighted, based upon ratio of salaries paid to total salaries and number of positions.

The insurance processed through this fund include: Workers Compensation premiums, General Liability, Special Liability, Fiduciary and Bond Coverage, Automobile Liability, Stop Loss, Supplemental Police Binders and Comprehensive Insurance.

FINANCE DEPARTMENT
Internal Service Fund-Insurance

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ -	\$ 7,195	\$ -	\$ -	\$ -	\$ -
Overtime						
Payroll Taxes	912	356	1,079	897	897	897
Pension & Retirement	945	157	2,096	293	293	293
Health Insurance	390	398	400	400	400	400
Leased Employees	14,632		14,102	11,732	11,732	11,732
Workers' Compensation	125,892	151,176	255,000	275,000	275,000	275,000
<i>Total Personnel Costs</i>	\$ 142,771	\$ 159,282	\$ 272,677	\$ 288,323	\$ 288,323	\$ 288,323
OPERATING						
Professional Services & Audit Fee	8,289	22,660	34,100	30,000	30,000	30,000
Claims LIAB & Emergency Response	2,331	1,363	3,000	3,000	3,000	3,000
Operating Supplies		475				
Dues, Memberships & Subsc.	484					
ISF: Liability Insurance	216,850	218,388	236,000	275,000	275,000	275,000
<i>Total Operating Costs</i>	\$ 259,254	\$ 248,417	\$ 273,100	\$ 310,000	\$ 310,000	\$ 310,000
TOTAL EXPENSES	\$ 402,025	\$ 407,699	\$ 545,777	\$ 598,323	\$ 598,323	\$ 598,323

Telecommunications and Computers

This division is used to account for all assets and related transactions associated with the City's Computer and Telecommunications systems. It records all daily activities associated with local and long distance calls and maintenance contracts on the main computer system, and telephone and copier systems. It records all cellular phone activities, facsimile machines, computers, printers and copiers.

FINANCE DEPARTMENT
Internal Service Fund-Telecommunications

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
Salaries	\$ -	\$ -	\$ -			
Overtime						
Payroll Taxes	\$ 522	\$ 615	\$ 997	\$ 1,070	\$ 1,070	\$ 1,070
Pension & Retirement	667	271	736	2,082	2,082	2,082
Health Insurance	115	540	500	500	500	500
Leased Employees	9,195	10,803	13,026	13,981	13,981	13,981
Workers' Compensation	929					
<i>Total Personnel Costs</i>	<i>\$ 11,428</i>	<i>\$ 12,229</i>	<i>\$ 15,259</i>	<i>\$ 17,633</i>	<i>\$ 17,633</i>	<i>\$ 17,633</i>
OPERATING						
Professional Services	12,631	3,722	9,000	9,000	9,000	9,000
Contractual Services	7,927	2,170	12,000	12,000	12,000	12,000
Contingency						
Travel & Related Costs						
Communications & Freight	100,373	93,599	80,000	80,000	80,000	80,000
Utility Services						
Repairs & Maintenance	43,128	84,264	109,685	60,000	60,000	60,000
Rentals & Leases	5,105	4,292	3,876	3,876	3,876	3,876
Printing & Binding						
Advertising & Promotions						
Other Miscellaneous Costs						
Office Supplies	1,815					
Operating Supplies	4,833	6,298	7,660	7,660	7,660	7,660
Dues, Memberships & Subsc.	3,494	22				
Training & Education	8,971	11,997	8,000	5,000	5,000	5,000
Depreciation	10,025	13,902				
	198,302	220,266	230,221	177,536	177,536	177,536
CAPITAL OUTLAY						
Improvements Other than Bldg	1,226	274				
Machinery & Equipment	12,353	14,144	91,690	80,000	80,000	80,000
<i>Total Capital Outlay</i>	<i>\$ 13,579</i>	<i>\$ 14,418</i>	<i>\$ 91,690</i>	<i>\$ 80,000</i>	<i>\$ 80,000</i>	<i>\$ 80,000</i>
Prior Year Encumbrances	-	-	-	-	-	-
TOTAL EXPENSES	\$ 223,309	\$ 246,913	\$ 337,170	\$ 275,169	\$ 275,169	\$ 275,169

TRUST AND AGENCY FUNDS

Law Enforcement Trust Fund

The Law Enforcement Trust Fund was created under the authority of Florida State Statute Section 932.7055(4)(a). The expenditures of this fund requires requests from the Chief of Police and approval by the City Council. Expenditures are restricted to items or programs which are not considered normal operating expenditures, including salaries.

The Fund is utilized to maintain a Community Policing Office (CPO) in a satellite location. This program and related facility operates year round and partially offsets the City's requirement for various match obligation, including crime prevention, drug education and school resource officer programs. The expenses incurred by the Vice, Intelligence and Narcotics units are charged to the Fund and an appropriation is made annually to provide the necessary source of funds. The Fund also provides required matching dollars for several grants which have been or will be awarded to the City.

POLICE DEPARTMENT
Law Enforcement Trust Fund

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL OPERATING						
Professional Services		3,882	16,176			
Contractual Services	1,050	2,216	10,550	25,000	25,000	25,000
Repairs & Maintenance		5,791	-	-	-	-
Rentals & Leases	68,107	(63,003)	2,867	26,700	26,700	26,700
Advertising & Promotiona	2,582					
Operating Supplies	14,239	15,120	2,247	-	-	
<i>Total Operating Expenses</i>	<i>85,978</i>	<i>(35,994)</i>	<i>31,840</i>	<i>51,700</i>	<i>51,700</i>	<i>51,700</i>
TOTAL EXPENSES	\$85,978	(\$35,994)	31,840	51,700	51,700	51,700

POLICE DEPARTMENT
Community Policing Office Budget

	FY 98/99 Actual	FY 99/2000 Actual	FY 2000-01 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL						
OPERATING						
Professional Services			\$500	\$3,200	\$3,200	\$3,200
Contractual Services			5,000	5,000	5,000	5,000
Travel & Related Costs			5,500	5,500	5,500	5,500
Communications & Freight			1,500	1,500	1,500	1,500
Repairs & Maintenance			1,700	1,700	1,700	1,700
Rentals & Lease			14,418	16,836	16,836	16,836
Printing & Binding			5,000	5,000	5,000	5,000
Advertising & Promotions			4,800	6,200	6,200	6,200
Office Supplies			2,200	2,500	2,500	2,500
Operating Supplies			8,000	9,200	9,200	9,200
Liability Insurance			1,500	1,500	1,500	1,500
Dues, Memberships & Subsc.			1,000	1,000	1,000	1,000
Training & Education			11,000	12,500	12,500	12,500
ISF: Liability Insurance				5,973	5,973	5,973
<i>Total Operating Costs</i>	\$0	\$0	\$62,118	\$77,609	\$77,609	\$77,609
CAPITAL OUTLAY						
Improvements Other than Bldg	-	-	-	9,000	9,000	9,000
Machinery & Equipment						
<i>Total Capital Outlay</i>	\$12,353	\$14,144	\$91,690	9,000	9,000	9,000
TOTAL EXPENSES	\$12,353	\$14,144	\$91,690	\$86,609	\$86,609	\$86,609

**FINANCE DEPARTMENT
REVITALIZATION GRANT**

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL OPERATING						
Professional Services					100,000	100,000
Contractual Services						
Repairs & Maintenance						
Rentals & Leases						
Advertising & Promotiona						
Operating Supplies						
<i>Total Operating Expenses</i>					<i>100,000</i>	<i>100,000</i>
TOTAL EXPENSES					100,000	100,000

**FINANCE DEPARTMENT
FLOOD MITIGATION GRANT**

	FY 99/2000 Actual	FY 2000-01 Actual	FY 2001-02 Amended	FY 2002-03 Dept Req	FY 2002-03 Adm Req	FY 2002-03 Adopted
PERSONNEL OPERATING						
Professional Services						
Contractual Services					750,000	750,000
Repairs & Maintenance						
Rentals & Leases						
Advertising & Promotiona						
Operating Supplies						
<i>Total Operating Expenses</i>					750,000	750,000
TOTAL EXPENSES					750,000	750,000



DEBT SERVICE FUND

DEBT SERVICE FUNDS
\$5,000,000 General Obligation Bonds
Series 1997

The Series 1997 Bonds were issued to provide a funding mechanism to: (1) finance the costs for the acquisition of the Miami Springs Golf and Country Club facility located within the municipal limits of the City from the City of Miami, Florida; (2) fund the necessary improvements required to update, improve and enhance the facility; (3) capitalize the first round of interest on the Series 1997 bonds; and (4) provide sufficient cash and working capital to pay certain costs and expenses related to the issuance of the Series 1997 Bonds as defined in the Bond Resolution.

The overall project set forth criteria identified and authorized by the City Council. These tasks included the acquisition of the golf course facility and renovation of the club house and grounds. The renovation projects include the rehabilitation of the holes with expanded landscaping. Also, the rehabilitation includes modernizing the clubhouse and adjacent facilities. Additionally, the project defined the renovation of the parking facilities, driveways, and common areas adjacent to the course including comprehensive lighting installations and/or replacement efforts, signage, and resurfacing of all right-of-ways.

The City closed on the purchase of the properties in October 1998. The initial deposit of \$300,000 was held in escrow and in October 1997, the property was purchased for the sum of \$3,000,000 from the City of Miami, Florida. During FY 1997-98, renovation projects were fully underway including landscape improvements, sidewalk and easement installations, parking facility and sign programs and other enhancements to the course.

Additional modifications to the facility include the "swapping" of the front and back "9", expansion to the kitchen and related facilities, comprehensive renovation to the clubhouse and banquet facilities, purchase of new furniture, fixtures and equipment.

The "AAA" rating for Standard and Poor's remains in place. Formal notification was given to the City subsequent to the adoption of the budget which identified the rating. Additional notation was provided which disclosed that the underlying rating of the bonds, "A" with a stable outlook with insurance, was enhanced to: "A" with a stable outlook regardless of insurance. This improved rating was based upon the unaudited financial report which projected a material unreserved general fund balance as of 9/30/98.

Debt service costs for this issue for FY 2002/2003 include \$213,462 for interest payable in two equal installments of \$106,731 each on February 1 and August 1, 2003; \$185,000 applied to the principle and scheduled for disbursement on February 1, 2003. Revenues to fund these expenditures are provided by subordinated, voter approved ad valorem levies of 0.594 mills.

City of Miami Springs, Florida
\$5,000,000 General Obligation Bonds, Series 1997

SOURCES OF FUNDS

Series 1997 Bond Proceeds	\$ 5,000,000.00
Less: Original Issue Discount	(4,388.00)
Plus: Estimated Interest Earnings	99,457.00
<i>Total Sources of Funds</i>	<u>5,095,069.00</u>

USES OF FUNDS

Acquisition of Golf Course	\$ 3,135,000.00
Deposits to escrow fund (SLGS)	1,600,000.00
Cost of capital improvements	117,061.00
Cost of issuance	199,258.00
Underwriters discount	43,750.00
<i>Total Uses of Funds</i>	<u>5,095,069.00</u>

DEBT SERVICE DISBURSEMENT SCHEDULE BY YEAR

Year End 9/30/xx	Principal	Interest	Total Debt Service Costs
1998	-	\$ 224,351.88	\$ 224,351.88
1999	155,000.00	241,647.50	396,647.50
2000	160,000.00	235,267.50	395,267.50
2001	165,000.00	228,522.50	393,522.50
2002	175,000.00	221,295.00	396,295.00
2003	185,000.00	213,462.50	398,462.50
2004	190,000.00	205,117.50	395,117.50
2005	200,000.00	196,292.50	396,292.50
2006	210,000.00	186,860.00	396,860.00
2007	220,000.00	176,807.50	396,807.50
2008	230,000.00	166,175.00	396,175.00
2009	245,000.00	154,771.25	399,771.25
2010	255,000.00	142,518.75	397,518.75
2011	270,000.00	129,457.50	399,457.50
2012	285,000.00	115,511.25	400,511.25
2013	300,000.00	100,665.00	400,665.00
2014	315,000.00	84,667.50	399,667.50
2015	330,000.00	67,575.00	397,575.00
2016	350,000.00	49,555.00	399,555.00
2017	370,000.00	30,475.00	400,475.00
2018	390,000.00	10,335.00	400,335.00
Total	\$ 5,000,000.00	\$ 3,181,330.63	\$ 8,181,330.63

DEBT SERVICE FUNDS
\$11,435,000 Utilities System Revenue
Refunding and Improvement Bonds, Series 1998

The 1998 Revenue Refunding and Improvement Bonds were sold in March 1998, to provide for a series of projects. The bonds were sold to finance the cost of acquiring, constructing, renovating, installing and equipping additions and improvements to the collection and transmission facilities of the Miami Springs Waste water (sewer) system. The additions and improvements include repair and rehabilitation to the sewer lines to mitigate storm water and groundwater infiltration and inflow into the System; improve the force main manifold system such as the introduction of new force mains, modernization efforts of the pump stations and related upgrades, performance enhancement efforts to ensure the reliability of the transmission of effluent to the County along with refinancing the approximately \$7,200,000 outstanding from the Series 1994 bonds.

The system had demonstrated continued deterioration. Aged over 25 years, the system required significant and material renovation efforts to ensure the reliability and safety of the system. After months of negotiations fell through related to the potential sale or transfer of the system to other governmental agencies, the City Council directed the administration to proceed with the sale of these bonds.

Subsequent to extensive study and research with the City's external engineers, Post Buckley Schuh & Jernigan, a report was prepared identifying 99 specific locations in the system for immediate repair. These repairs were listed in order of highest need. The projected costs to repair these areas amounted to just over \$4,200,000. While these repairs will not generate "savings", they will reduce costs. Accordingly, the engineers calculated costs required to repair these problems (bringing the system to approximately 70% of acceptable levels of loss). Correspondingly, these repairs will reduce the loss and, in the same light, reflect lower fees paid to the County for disposal costs. The initial estimates reported in the PBS&J report indicate that the 99 line repairs correspond to a potential reduction of \$1,600,000 in annual, recurring expenses paid to the County for disposal costs. The budget adopted for the current fiscal year estimates that wholesale disposal costs will be \$1,850,000. This represents a reduction in cost to the City of \$1,200,000 since FY 1997.

Debt service costs for this issue for FY 2001-2002 include \$486,362 for interest payable in two equal installments of \$243,181 each on March 1 and September 1, 2003; \$350,000 applied to the principle and scheduled for disbursement on September 1, 2003. All other operating costs related to day-to-day functions including personnel, operations, non-project capital, administrative and depreciation charges of the waste water (sewer) system are identified in the Sewer Operations Enterprise Fund and fully funded by projected user fees.

City of Miami Springs, Florida
\$11,435,000 Utility System Revenue Refunding Bond, Series 1998

SOURCES OF FUNDS

Series 1998 Bond Proceeds	\$ 11,435,000.00
Less: Original Issue Discount	(146,112.00)
Plus: Estimated Interest Earnings	169,629.00
Transfer from Reserve Fund for Prior bonds	844,590.00
<i>Total Sources of Funds</i>	<u>12,303,107.00</u>

USES OF FUNDS

Deposits to escrow fund (SLGS)	\$ 7,506,914.00
Cost of capital improvements	4,370,000.00
Cost of issuance	279,825.00
Underwriters discount	146,368.00
<i>Total Uses of Funds</i>	<u>12,303,107.00</u>

DEBT SERVICE DISBURSEMENT SCHEDULE BY YEAR

Year End 9/30/xx	Principal	Interest	Total Debt Service Costs
1998	-	\$ 178,895.83	\$ 178,895.83
1999	295,000.00	536,687.50	831,687.50
2000	310,000.00	525,625.00	835,625.00
2001	320,000.00	513,225.00	833,225.00
2002	335,000.00	500,265.00	835,265.00
2003	350,000.00	486,362.50	836,362.50
2004	360,000.00	471,662.50	831,662.50
2005	375,000.00	456,362.50	831,362.50
2006	395,000.00	440,050.00	835,050.00
2007	410,000.00	422,670.00	832,670.00
2008	430,000.00	404,425.00	834,425.00
2009	450,000.00	385,075.00	835,075.00
2010	470,000.00	364,825.00	834,825.00
2011	490,000.00	343,440.00	833,440.00
2012	515,000.00	320,410.00	835,410.00
2013	540,000.00	295,690.00	835,690.00
2014	565,000.00	269,500.00	834,500.00
2015	595,000.00	241,250.00	836,250.00
2016	620,000.00	211,500.00	831,500.00
2017	655,000.00	180,500.00	835,500.00
2018	685,000.00	147,750.00	832,750.00
2019	720,000.00	113,500.00	833,500.00
2020	755,000.00	77,500.00	832,500.00
2021	795,000.00	39,750.00	834,750.00
Total	\$ 11,435,000.00	\$ 7,926,920.83	\$ 19,361,920.83

APPENDIX

POSITION CLASSIFICATION AND PAY PLAN

FISCAL YEAR 2002-2003

GENERAL & EXEMPT EMPLOYEES

POSITION	PAY GRADE	PAY RANGE	
		MINIMUM	MAXIMUM
MAINTENANCE WORKER I	8	18,823	27,910
CLERICAL ASSISTANT	9	19,330	28,664
AUTOMOTIVE SERVICE WORKER	10	19,813	29,379
EQUIPMENT OPERATOR	10	19,813	29,379
REFUSE COLLECTOR	10	19,813	29,379
TREE TRIMMER	10	19,813	29,379
UTILITY SERVICE WORKER I	10	19,813	29,379
REFUSE TRUCK DRIVER	13	21,337	31,639
HEAVY EQUIPMENT OPERATOR	14	21,871	1
UTILITY SERVICE WORKER II	14	21,871	32,434
ADMINISTRATIVE ASSISTANT I	15	22,417	33,244
MATERIALS MANAGEMENT CLERK	15	22,417	33,244
POLICE ADMINISTRATIVE SPECIALIST I	15	22,417	33,244
UTILITY SERVICE WORKER III	15	22,417	33,244
FINANCE CLERK I	16	22,976	34,076
FINANCE CLERK II	18	24,138	35,801
AUTOMATED EQUIPMENT OPERATOR	19	24,745	36,698
BUILDING MAINTENANCE CREW LEADER	19	24,745	36,698
POLICE DISPATCHER I	19	24,745	36,698
AUTOMOTIVE MECHANIC	20	25,364	37,615
POLICE DISPATCHER II	21	25,994	38,554
ADMINISTRATIVE ASSISTANT II	22	26,647	39,515
FINANCE CLERK III	22	26,647	39,515
PARKS MAINTENANCE FOREMAN	22	26,647	39,515
SANITATION FOREMAN	22	26,647	39,515
ADMINISTRATIVE ASSISTANT III	24	27,996	41,516
AUTOMOTIVE MECHANIC FOREMAN	24	27,996	41,516
DEPUTY CITY CLERK	24	27,996	41,516
HUMAN RESOURCES SPECIALIST	24	27,996	41,516
POLICE ADMINISTRATIVE SPECIALIST II	24	27,996	41,516
WATER & SEWER FOREMAN	24	27,996	41,516
CODE ENFORCEMENT OFFICER	25	28,693	42,555
POLICE SENIOR ADMINISTRATIVE SPECIALIST	25	28,693	42,555
EXECUTIVE SECRETARY	26	29,410	43,619
POLICE COMMUNICATIONS SUPERVISOR	26	29,410	43,619
MASTER ELECTRICIAN	28	30,903	45,824
OPERATIONS SUPERVISOR	28	30,903	45,824
RECREATION PROGRAMS COORDINATOR	28	30,903	45,824
RECREATION SPECIALIST	28	30,903	45,824
* ASSISTANT PARKS & RECREATION DIRECTOR	33	34,965	51,848
* CODE ENFORCEMENT MANAGER	33	34,965	51,848
* SOCIAL SERVICES DIRECTOR	33	34,965	51,848
* STAFF ACCOUNTANT	33	34,965	51,848
* ASSISTANT PUBLIC WORKS DIRECTOR	37	38,591	57,231
* HUMAN RESOURCES DIRECTOR	37	38,591	57,231
* SYSTEMS MANAGER	37	38,591	57,231
* ASSISTANT FINANCE DIRECTOR	40	41,558	61,632
* BUILDING OFFICIAL	40	41,558	61,632
* PARKS & RECREATION DIRECTOR	40	41,558	61,632
* CITY PLANNER	44	45,872	68,029
* POLICE LIEUTENANT	44P	49,508	71,978
* POLICE CAPTAIN	46P	52,013	75,625
* ASSISTANT CITY MANAGER	48	50,634	75,089
* FINANCE DIRECTOR	48	50,634	75,089
* PUBLIC SERVICES DIRECTOR	50	54,793	83,268
* CHIEF OF POLICE	50P	57,409	83,475
* ASSISTANT CITY MANAGER/BUILDING OFFICIAL	50C	62,478	93,717

GLOSSARY OF FUNDS/KEY TERMS

GENERAL: To account for all financial resources except those required to be accounted for in another fund, usually this applies to funds used for normal, day-to-day operating purposes.

SPECIAL REVENUE: To account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capitol projects) that are legally restricted to expenditures for specified purpose.

CAPITOL PROJECTS: To account for financial resources to be used for the acquisition or construction of major facilities (other than those financed by proprietary funds, special assessment and trust funds); usually funded through the sale of bonds or other capital financing methods.

DEBT SERVICES: To account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

SPECIAL ASSESSMENT: To account for the financing of public improvements or services deemed to benefit the properties against which special assessments are levied.

ENTERPRISE: A series of accounts grouped to account for operation that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis, are financed or recovered primarily through user charges. City funds are: Water, Sewer, Sanitation Stormwater, and Golf Course operations.

INTERNAL SERVICE: To account for the financing of goods or services provided by on department or agency to other departments or agencies of the governmental units, on a cost reimbursement basis. City operations included in this category are: Telecommunications, Fleet Maintenance and Liability Insurance.

TRUST AND AGENCY: To account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, or other governmental units, and/or other funds. These include the following funds: (a) Expendable Trust; (b) Non-expendable Trust; (c) Pension Trust; and (d) Agency.

AD VALOREM TAXES: Taxes paid on the fair market value of land, buildings, and equipment. Used to fund general operations and debt service. See also "Millage Rate".

APPROPRIATION: Money allocated by the City Commission for a specific purpose.

BOND FUNDS: Proceeds from the sale of bonds for use in construction of capital facilities. (Sometimes referred to as Capital Projects Funds). May be General Obligation or Revenue Bonds.

BUDGET: A Balanced fiscal plan of programs, services, and construction projects funded within available revenues, bounded with a specific period of time, usually twelve months. A balanced budget is a fiscal plan in which revenues equal expenditures.

FISCAL YEAR: The fiscal year for the City of Miami Springs begins October 1, and ends on September 30.

FUND: A group of appropriations treated as an entity to meet legal requirement of Generally Accepted Accounting Principles.

FUND BALANCE: The equity of net worth of a general or trust resulting from the residual or excise earnings over expenditures from the operations of the agency. These funds, similar to retained earnings of proprietary funds, may be appropriated directly to operating expenditures in order to support the fund.

GOAL: The primary purpose for which a unit of government exist. A goal reflects an ideal condition or mission statement and is always stated in general terms. Specific objectives further the attainment of a goal.

LOCAL GOVERNMENT 1/2 CENT SALES TAX: The Value of 1/2 cent of the State sales tax, which is returned to the county collection and shared by the county and its constituent cities on the basis of population.

LOCAL OPTION GAS TAX: A tax levy of up to six cents on each gallon of motor and special fuels sold. Which may be imposed by Miami-Dade County in accordance to State Law, and which is shared with the cities in the County, including the City of Miami Agency.

MILLAGE RATE: One mill equals \$1.00 of tax for each \$1,000.00 of property value.

OBJECTIVES: Measurable and specific accomplishments which work towards fulfilling a goal or area of responsibility. Objectives are usually expressed as quantified service levels to be provided to the public during a specific time period.

OPERATING BUDGET: A balance fiscal plan for providing governmental programs and services for a single fiscal year.

OPERATING EXPENDITURES: All costs associated with the general operation of a given department. These costs include Professional Services, Electricity, Repair/Maintenance Supplies, Office Supplies, Local Mileage, etc.

PERSONNEL SERVICES: All costs associated with salaried, fringes, and other related employee benefits.

PRIOR YEAR ENCUMBRANCES: Outstanding obligations to purchase goods and/or services which existed at fiscal year end, reserved in fund balance or retained earnings of all applicable funds, and reappropriated at the beginning of the consecutive fiscal year.

PRIVITIZATION: Contracting with a private sector entity to deliver services usually provided by the public sector. This transfer of responsibilities usually results in saving to the public sector.

PROPERTY TAXES: Taxes paid on the assessed or "just" value of the land, building, business inventory or equipment.

RETAINED EARNINGS: The accumulated income earned less the cost incurred during operations and transfers out resulting in the net worth of the fund. Retained Earnings, like Fund Balance, may be appropriated to support the operations of the fund.

REVENUES: Income derived from taxes, fees, and charges. In a broader sense, "revenue" refers to all government income, regardless of source, used to fund services.

ROLLED BACK MILLAGE RATE: That millage rate which will provide the same property tax levy as was levied during previous fiscal year, exclusive of levies on new construction, additions to structures, deletions and property added due to geographic boundary changes.

STATE REVENUE SHARING: Funds distributed by formula to local governments with few or no limits on the purposes or which the funds may be used.